

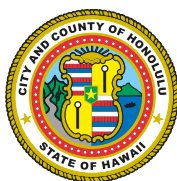
DEPARTMENT AND AGENCY REPORTS

for Fiscal Year July 1, 2020 – June 30, 2021



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Department and Agency Reports of the City and County of Honolulu for
Fiscal Year Ending June 30, 2021, published December 26, 2021

The Revised Charter of Honolulu, Article XIII, Section 13-104 (2017 Edition) states:

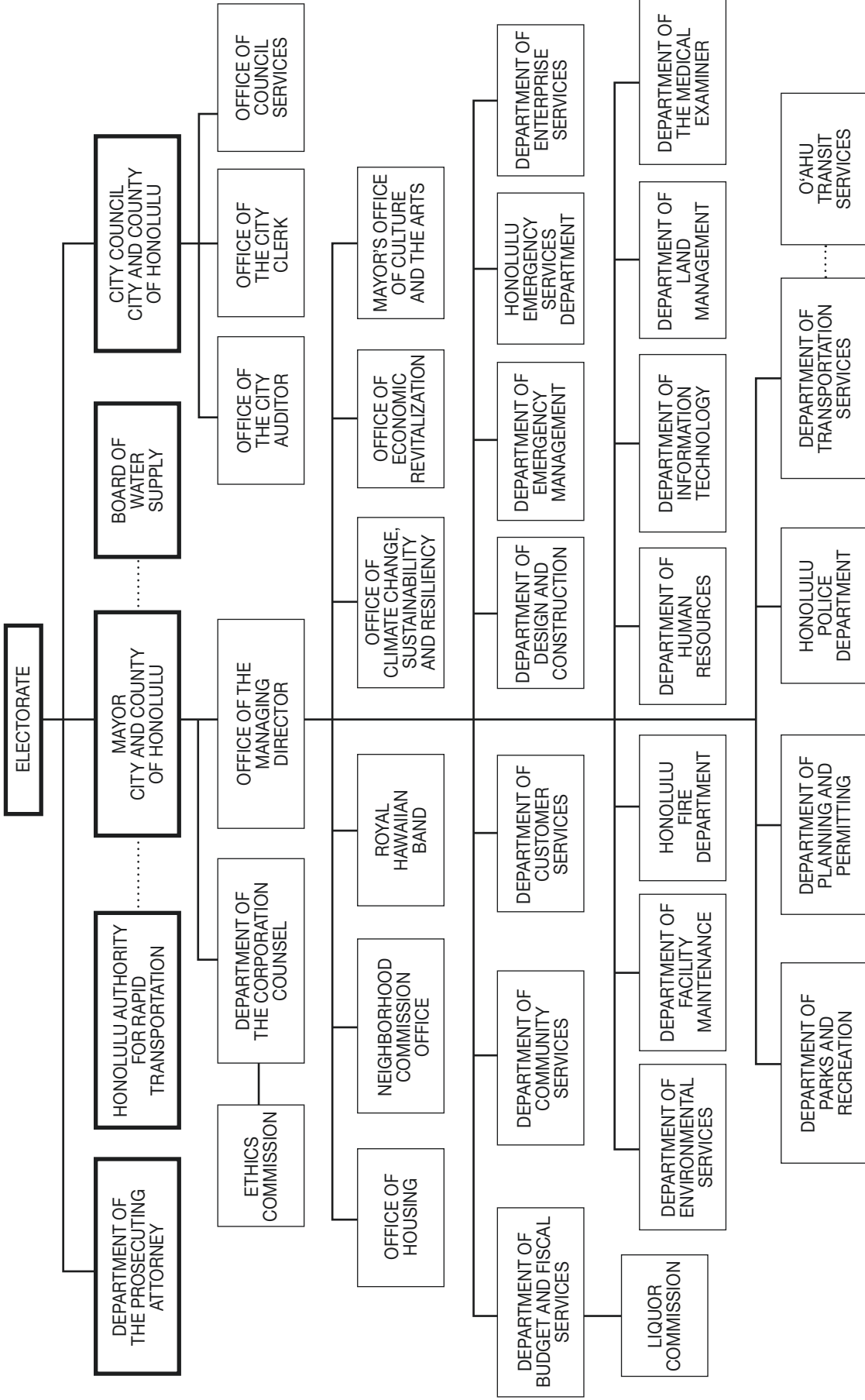
1. Not later than ninety days after the close of the fiscal year, each agency of the city shall make an annual written report of its activities to the mayor in such form and under such rules and regulations as the mayor may prescribe.
2. Not later than one hundred eighty days after the close of the fiscal year, the mayor shall publish an annual written report

- concerning the activities of all agencies of the city. A copy of such report shall be filed in the office of the city clerk.
3. For the purpose of informing the public on the activities of the city during a fiscal year, the mayor may use radio and television media, in addition to the publication of the annual written report.

Cover image: The city's zero emission battery electric bus.
Photo: Courtesy of Department of Transportation Services.

CITY AND COUNTY OF HONOLULU ORGANIZATIONAL CHART

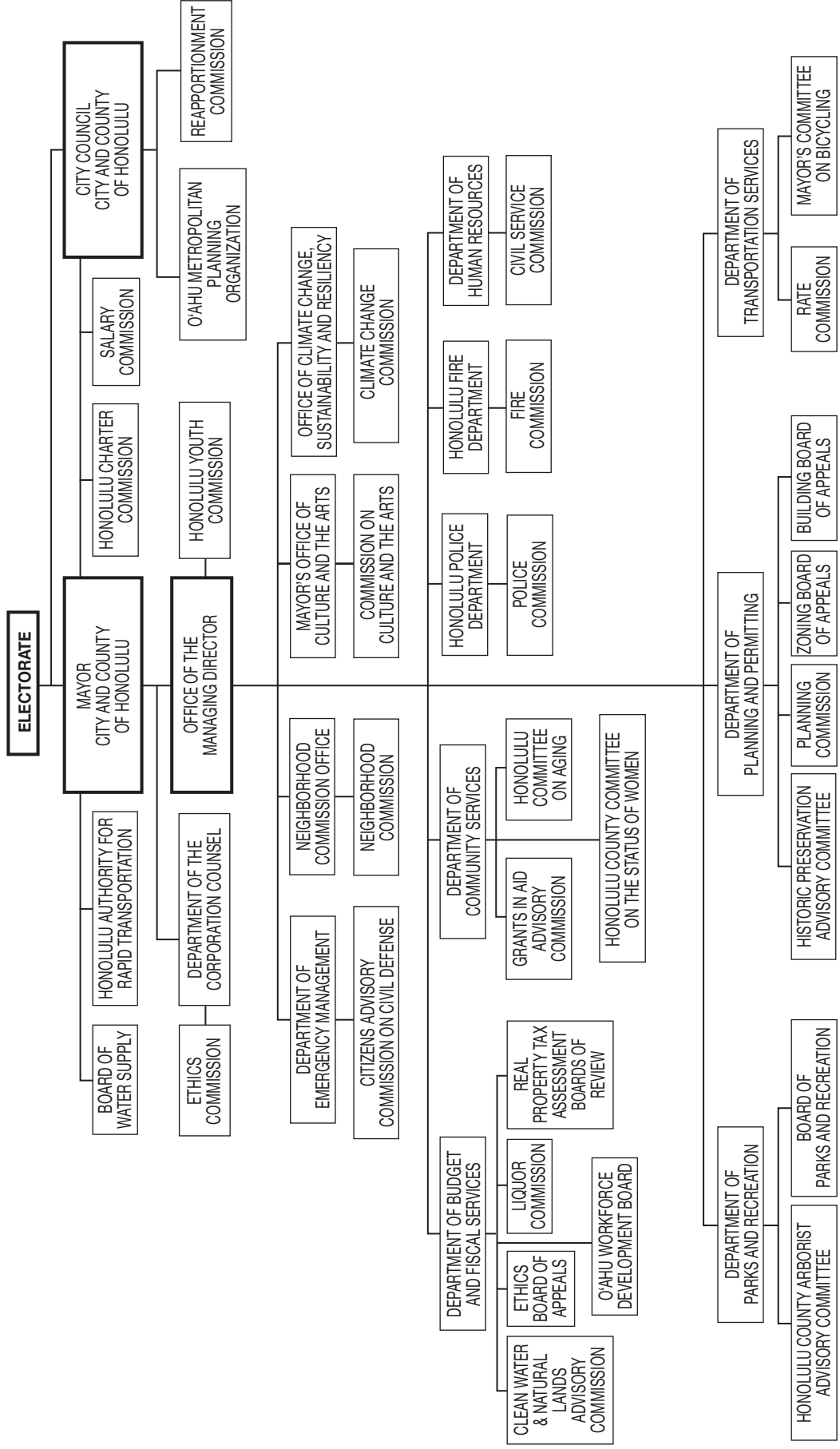
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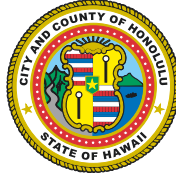
CITY AND COUNTY OF HONOLULU

CHART OF BOARDS, COMMISSIONS AND COMMITTEES

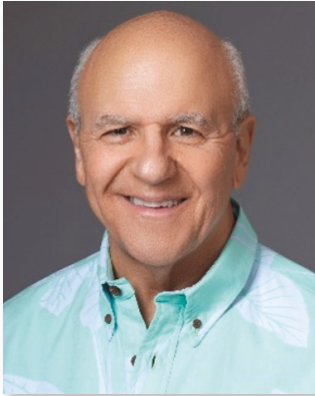
FISCAL YEAR 2021



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Message from Mayor RICK BLANGIARDI



It is a privilege and an honor to present the City and County of Honolulu Department and Agency Reports for Fiscal Year 2021. Since taking the oath of office in January, the people of O‘ahu have turned to us for decisive leadership during this pandemic. Together, we have been setting expectations and offering resolve rather than sugar-coated optimism.

The Office of Economic Revitalization is implementing programs that are helping residents and supporting our business community. The Rental and Utility Relief Program has distributed millions of dollars and helped thousands of families in need. We are supporting local businesses through direct assistance and by connecting them with government and industry resources.

The pandemic crisis forced us to temporarily telework. When residents wanted to conduct city business online, it was evident some services were outdated.

Modernizing efforts are now taking place to fast-track submittals, approvals, offer contactless services and maximize the use of technology across all departments.

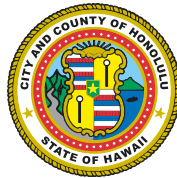
Regarding homelessness, our long planned Crisis Outreach Response and Engagement (CORE) team will be launched to serve our unsheltered population. The CORE program will provide immediate response to individuals on the street or in parks who require medical or mental health services. It will allow for relationship building to help individuals find the resources and assistance they need.

We will continue to implement measures that keep the public safe and improve efficiency for all. From repairs to the Kailua boat ramp to meeting community expectations for the Koko Crater Tramway hiking trail, our leadership team is committed to truly making O‘ahu a great place to live, work and play.

A handwritten signature in black ink that reads "Rick Blangiardi".

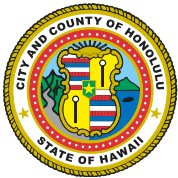
Rick Blangiardi, Mayor
City and County of Honolulu

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EXECUTIVE OFFICE

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OFFICE OF THE MAYOR

Rick Blangiardi, Mayor

Michael D. Formby, Managing Director

Danette Maruyama, Deputy Managing Director

POWERS, DUTIES AND FUNCTIONS

The executive power of the city is vested in and exercised by the Mayor, the city's Chief Executive Officer. The Mayor provides the coordination of all administrative activities, sees that these are conducted honestly, efficiently and lawfully, and enforces the provisions of the Revised Charter of the City and County of Honolulu, the ordinances of the county, and all applicable laws.

The Department of the Corporation Counsel reports directly to the Mayor. All other executive departments and agencies, except the elected Prosecuting Attorney, the semi-autonomous Board of Water Supply, and Honolulu Authority for Rapid Transportation, are organized and supervised by, and report directly to, the Managing Director as the principal administrative aide to the Mayor.

Within the Office of the Mayor are specially designated offices for Climate Change, Sustainability and Resiliency, Culture and the Arts, Economic Revitalization, Housing, the Neighborhood Commission, and the Royal Hawaiian Band. The Honolulu Youth Commission is administratively attached to the Office of the Managing Director.

GOALS

On Jan. 2, 2021, Rick Blangiardi was officially inaugurated and installed as the 15th Mayor of the City and County of Honolulu. Rick Blangiardi focused on helping our residents and supporting our business community as we continue down the long road to recovery from the global pandemic and outlined seven priorities that would be the focus of his administration. The seven priorities are as follows:

- 1) The health and safety of our residents;
- 2) Economic recovery;
- 3) Serving our unsheltered population with dignity;
- 4) Creating affordable housing;
- 5) Modernizing City facilities and services;
- 6) An improved path forward for Honolulu's rail project; and
- 7) Countering climate change.

ACCOMPLISHMENTS

- Honored with the Distinguished Budget Presentation Award for the Fiscal Year 2021 Budget from the Government Finance Officers Association of the United States and Canada, recognizing the city's preparation of the highest quality budget documents that excel as a policy document, financial plan, operations guide, and communication tool;
- Proposed an FY 2022 Capital Improvement Program budget of \$1.025 billion that focuses on core services, including renewable energy and sustainability, expanded fiber optic connectivity, affordable housing, and upgrades to city infrastructure such as sewers, roadways, parks, and storm water;
- Executed the \$175 million Small Business Relief and Recovery Fund to help O'ahu's small businesses survive the coronavirus pandemic, processing 20,546 applications and awarding 16,056 grants to 10,632 businesses with an average award amount of \$16,281;
- Executed more than \$7 million in Coronavirus Aid, Relief and Economic Security (CARES) Act funding for the purchase and distribution of locally grown food through community organizations to food insecure communities;
- Implemented \$1.2 million summer keiki feeding program, supporting the purchase of locally grown fruits, vegetables and starches, and provided employment to West O'ahu residents;

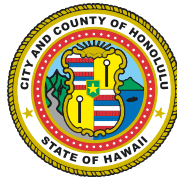
- Launched the Innovation Fund program, awarding \$2.5 million of CARES Act funding grants, serving more than 370,000 people and supporting 375 jobs;
- Launched the Small Business Resource Network and provided \$1 million in technical assistance support;
- Launched the Immediate Response Card “City Card” program to provide \$500 debit cards for groceries and household essentials to 3,746 eligible households, and infusing \$1.7 million into the local economy;
- Answered more than 40,000 inquiries from residents and visitors on topics ranging from COVID-19 restrictions and available city services to the state’s Hawai’i Safe Travels program;
- Awarded \$24.8 million in Emergency Solutions Grant funds to the O’ahu Housing Now Rapid Re-Housing Program, which targets households and families in the 4-10 Vulnerability Index – Service Prioritization Decision Assistance Tool, a group that was not easily addressed with the limited amount of annual formulaic funds the city receives; by comparison, the \$24.8 million represents 34 times the annual funding of \$704,000 received by the city; with the influx of the additional funds, the city’s Continuum of Care programs set aside \$11 million to run this crucial program with a goal of removing 300 households from the rolls of homelessness by providing intensive case management along with 12 months of rental payments; O’ahu Housing Now began in March of 2021 and is on target to house more than 300 families and nearly 900 individuals by the end of calendar year 2021;
- Helped to create up to 2,152 affordable units in seven public and private projects through the 201H Affordable Housing Program;
- Entered into public-private partnership (PPP) agreements with developers to construct 123 new affordable housing units in West Loch, and renovate or construct approximately 133 affordable housing units in Varona Village;
- Completed a substantial amount of construction work on the first “stacked” modular housing complex built by the city, adding 58 units and a commercial kitchen to the city’s affordable housing portfolio;
- Served 3,915 families through the Housing Choice Voucher Program; registered 1,436 landlords and converted 1,322 landlords and agents to electronic funds transfer to reduce costs and streamline payments; provided 208 veterans with Veteran Affairs Supportive Housing vouchers; served 58 aged-out foster youth with Family Unification Program vouchers; and enrolled 142 families in the Family Self-Sufficiency Program and graduated eight families who received \$126,655 in escrow savings;
- Managed the city’s Special Needs Housing portfolio of 65 properties for extremely low-income households, the elderly, and group homes for domestic violence victims, runaway or troubled youth, teen moms and their children, and persons with mental or developmental disabilities; renewed four group home leases, renovated three plantation era homes in ‘Ewa, and extended the leases for the D.E. Thompson Village elderly/disabled housing and the Jack Hall Waipahu Memorial Housing apartments to allow for Low Income Housing Tax Credit investments to renovate and improve the properties;
- Completed a substantial amount of construction work on the Homeless Resource Center in Iwilei, which includes a large commercial kitchen and dining facility that will serve meals to individuals who are chronically homeless or at risk of becoming homeless, and an adjacent 27-unit affordable housing complex;
- Established the Homeless Initiative Unit and, through partnerships with service providers, funded 375 Housing First permanent supportive housing units with case management for chronically homeless households, providing outreach and navigation to healthcare and case management for 48 individuals experiencing severe mental illness and homelessness, sheltering more than 100 individuals daily at the Hale Mauiola Navigation Center, assisting 120 homeless individuals with housing assistance, delivering 83,245 hygienic, laundry and case management services, and completing a renovation of 20 respite beds and 20 permanent supportive housing units;
- Achieved 229 placements through the Ke’ehi Lagoon Homeless Outreach and Navigation for the Unsheltered (HONU) program;
- Opened a second HONU site in Whitmore on May 10, 2021, and completed 21 placements;
- Created 90 additional affordable rental housing units in Chinatown and Mā’ili for households earning 60 percent of the area median income or experiencing homelessness by using the Affordable Housing Fund and U.S. Department of Housing and Urban Development Fund;

- Coordinated Chinatown Revitalization efforts with the Department of Design and Construction and supported the launch of a Weed and Seed program in Chinatown;
- Initiated plan for expanding Office of Housing staff and identified funding source for contract personnel for the next two fiscal years;
- Executed a \$10 million program with O'ahu's seven community health centers to create a Community Resource Network in response to COVID-19, providing COVID-19 testing, contact tracing, isolation and quarantine referral, culturally tailored economic and social service supports, essential health care, social services, and relief information to 92,000 patients;
- Administered more than 51,000 doses of the COVID-19 vaccine at the Leeward Community College vaccination site through coordinating with the Honolulu Police Department, Honolulu Fire Department, Honolulu Emergency Services Department, Hawai'i Department of Health, Hawai'i National Guard, and other organizations;
- Converted the Blaisdell Center and Tom Moffatt Waikīkī Shell to protect our community as a COVID-19 surge testing site, call center, contact tracing hub, emergency services staging and storage area, and one of the state's first and largest mass vaccination clinics;
- Updated emergency management trainings and exercises, leading 30 training sessions, with 783 City and County of Honolulu employees and partner agency staff participants, including Employee and Family Disaster Preparedness, Shelter Operations, Shelter Management, COVID Officer Orientation, Disaster Housing, Residential Damage Assessment, Public Facilities Damage Assessment, and Emergency Management Training for Senior Leadership;
- Coordinated the city's response to catastrophic flooding on March 9, 2021, on O'ahu's North and Windward shores that required evacuation of portions of Hale'iwa, including door-to-door damage assessments to homes and businesses to submit a request for federal government assistance, including a U.S. Small Business Administration Physical Disaster Declaration, allowing affected households and businesses to apply for low-interest federal disaster loans for recovery efforts;
- Completed a Best Available Refuge Area project to develop and apply a standardized assessment tool to identify areas and facilities least vulnerable to hurricane damage that can be used to provide shelter to the public during a hurricane;
- Completed a substantial amount of construction work on the first 75 percent of the entire rail guideway;
- Completed the first nine rail stations and the next four stations are each more than 50 percent completed;
- Transitioned rail readiness, activation and fare collection system activities from the Honolulu Authority for Rapid Transportation to the Department of Transportation Services;
- Reconstructed 139,564 square feet of concrete sidewalks/driveways, curbs, and gutters;
- Completed 31 linear miles of crack sealing, 33 lane miles of seal coat, and 9 lane miles of slurry seal application on city maintained roads;
- Rehabilitated 26.9 miles of gravity mains, 618 wastewater manholes, and 1,510 laterals;
- Established the city's first-of-its-kind Dealer On-Demand Online Registration System for automobile dealerships, allowing them to register new vehicles on the spot from showrooms;
- Deployed \$1.5 million through the Mayor's commitment to use federal CARES Act money to alleviate the backlog from four months of pandemic-caused office closures in 2020, and respond to more than 1,200 calls per day from the public by creating a call center to handle inquiries related to driver licensing, personal identification and vehicle registration matters;
- Reopened driver licensing centers and satellite city halls to stand-by service, opened express line service at satellite city halls, and offered Saturday hours, all through the Mayor's support of efforts to meet growing public demand for services;
- Completed street sweeping of more than 36,000 lane miles of streets;
- Collected more than 1 million pounds of illegal trash that was stored or dumped on city property, plus 2,900 abandoned shopping carts;
- Conducted maintenance activities in city-owned streams, including removal of 17 million pounds of sediment, rocks, vegetation and rubbish;

- Received national awards from the Water Environment Federation Stormwater Institute for the city's Municipal Separate Storm Sewer System (MS4) Phase 1 Program; the City and County of Honolulu received two 2021 National Municipal Stormwater and Green Infrastructure Awards, a best-in-the-nation gold award for Program Management and a silver award for Innovation; Honolulu earned the top prize due to its ongoing efforts to establish Hawai'i's first-ever stormwater utility on the island of O'ahu, its many initiatives aimed at mitigating pollutants in runoff, engaging the public in watershed protection, understanding emerging threats to water quality, and public outreach, including Adopt-a-Block and Adopt-a-Stream programs;
- Coordinated 72 community-group cleanup events involving 1,600 volunteers who collected 2,600 bags and 13.5 tons of debris and trash through the Department of Facility Maintenance Adopt-A-Stream, Adopt-A-Block, and Storm Drain Marking volunteer programs;
- Assisted more than 1,100 homeless individuals with services and shelter through the Homeless Outreach and Navigation for the Unsheltered (HONU) program and Provisional Outdoor Screening and Triage program;
- Allotted \$2 million in CARES Act funds to provide COVID-19 outreach services for the underserved population and enforcement of COVID-related emergency proclamations and orders in the Chinatown area;
- Established the COVID-19 Prevention Task Force to provide additional 24/7 police presence in Chinatown; hosted daily vaccination and testing clinics at the Honolulu Police Department Chinatown Substation; made 2,763 referrals to the HONU shelter; issued 16,042 warnings for violations of the Mayor's emergency orders and sit/lie restrictions; and issued 802 citations, including traffic, parking, sit/lie, urination/defecation, and prohibition/drinking that resulted in 124 arrests, including 48 warrant arrests and 44 arrests for promoting a dangerous drug in the third degree;
- Coordinated and supported the implementation of city's First Contact Caller program, an innovative solution to expand the COVID-19 contact tracing capacity of the state of Hawai'i Department of Health;
- Coordinated the implementation of COVID-19 quarantine and isolation support facilities;
- Conducted emergency repairs to the boat ramp at Kailua Beach Park following community concerns and closure of the facility due to unsafe conditions;
- Completed phase one repairs to the Kailua Boat Ramp, immediately improving safety, which included filling holes and flaws to prevent further attrition, at the cost of \$56,753;
- Facilitated significant volunteer work at parks across O'ahu, including providing seed money and supplies to the Kokonut Coalition for their strenuous work repairing the stairs at the Koko Crater Tramway hiking trail;
- Opened the city's 304th park location, Centennial Park Waikiki, a project spearheaded by the Rotary Club of Honolulu whose tireless efforts transformed an empty and under-utilized space off Royal Hawaiian Avenue in Waikiki;
- Authored and championed a measure adopted as Ordinance 21-12, authorizing the city to offer incentives to qualified developers to build affordable housing through public-private partnerships (PPP) aimed at ultimately increasing homeownership opportunities on O'ahu;
- Coordinated the groundbreaking of the Halewai'olu Senior Residences, a 155-unit affordable senior housing PPP project in Chinatown;
- Entered into PPP agreements with developers to construct 123 new affordable housing units in West Loch, and renovate or construct approximately 133 affordable housing units in Varona Village;
- Finalized plans for temporary relocation of the Medical Examiner's main office to the Dole Cannery complex and other functions to 820 Iwilei Road that included installation of security systems, computer networking, and new electrical upgrades, as part of the planning and logistics for major renovations to the Medical Examiner Building at 835 Iwilei Road, where pre-renovation improvements were completed, including replacement of three morgue refrigeration units, installation of a new air handler, reroofing the building, and installation of a state-of-the-art roll up gate and perimeter fence;
- Reorganized the city's multiple datacenters into a single cluster, HNL Cloud, the city's new private computing cloud that allows the city to quickly deploy new services without incurring charges, separates all critical resources from public networks, and is accessible during internet outages;

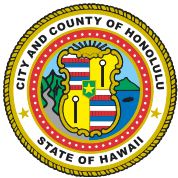
- Created several major city-developed applications, resulting in shorter implementation times and avoiding expenses to the taxpayer, including the Hanauma Bay Online Reservation system, the Honolulu Fire Department's fireworks e-permit application system, online ethics training for board and commission members, and the PROS management system for the Department of Parks and Recreation expanded Summer Fun Program registrations; expanded the AlohaQ queuing and appointment system to perform driver license checks; implemented a new online vehicle registration system for automobile dealers, replacing a 40-year-old system, eliminating paper documents, and reducing time to register and plate a vehicle from several weeks to as little as one hour; deployed new vehicle and driver license system application, allowing programming interfaces with the city's private cloud; and created neural networks to use machine learning technology to read handwritten and printed forms;
- Completed the integration of CitySourced and CityWorks, allowing better alignment of citizen concerns with city resources and enabling the city to better address complaints;
- Developed new applications internally for residential refuse collection, HNL Info alerts, enterprisewide asset management, employee verification, parking meter management, emergency call center, and city elections, and expanded departmental access to enterprise geographic information system services;
- Finalized the city's first-ever Climate Action Plan, a science-based, community-driven strategy for O'ahu to combat climate change, which sets forth a target of 45 percent reduction in islandwide greenhouse gas emissions in the transportation, electricity, and waste sectors by 2025 in alignment with the city's climate action policy in Ordinance 20-47;
- Developed and facilitated the city's inaugural Equity Foundations training for city employees, which hosted 42 participants from 20 city departments and agencies in a five-week series to gain an understanding of foundational equity concepts related to local government's role in mitigating disproportionate negative impacts to marginalized communities, and provided workshop tools for addressing existing, or avoiding future, inequities in city programs, processes and operations;
- Received awards for \$1.2 million in federal hazard mitigation program funding for projects to assess city facilities for hurricane retrofits for improved public safety; identify potential facilities to serve as resilience hubs, or community-serving facilities that can coordinate services before, during or after a natural hazard event; and update O'ahu's shoreline setback regulations to promote shoreline conservation and reduce the risk of damages and losses to coastal properties from coastal hazards, such as erosion and sea level rise;
- Initiated \$2.8 million of emergency structural repairs to the Waialua Beach Road Bridge to repair structural damage caused by heavy rainfall and flooding in March 2021, which required closure of the bridge due to safety concerns, with emergency repairs scheduled for completion in August 2021;
- Proceeded with the \$3.8 million construction of electric bus charging stations at the Kalihi-Pālāma Bus Facility that will add capacity for charging up to nine buses at once and 15 buses in sequence, with an expected completion date in August 2021;
- Started the first phase of citywide energy services performance improvements for 10 core city facilities: Frank F. Fasi Municipal Building, Honolulu Police Department Alapa'i Headquarters Building, Honolulu Fire Department Headquarters, Civic Center Municipal Parking Structure, Ke Kula Māka'i – The Honolulu Police Training Academy, Kapolei Police Station, Walter Murray Gibson Building, Melchers Building, Wahiawā Police Station and Satellite City Hall, and Kapālāma Hale, saving an estimated \$2.1 million in annual utility costs;
- Completed \$2 million in emergency repairs to the Wailupe Stream, between the Hind Drive Bridge and the upstream Boulder Basin, which included clearing boulders from the center of the stream and stacking them along the banks to stabilize the erosion;
- Completed \$2 million construction of the Mauna Lahilahi Beach Park rock revetment, replacing a temporary sandbag barrier and permanently stabilizing a critical section of beach that was severely impacted by previous hurricanes and subsequent coastal erosion, which endangered the Mākaha Surfside Condos and made sections of the beach inaccessible to park users;
- Started the city's new Rental and Utility Relief Program, and with our partners Catholic Charities Hawai'i and the Council for Native Hawaiian Advancement, distributed \$36 million in rent and utility relief to 4,400 O'ahu households earning at or below 50 percent of the area median income that were struggling because of the coronavirus pandemic, and supported families that need help the most;

- Distributed 190,000 disposable masks, 3,700 bottles of spray disinfectant, and 45 5-gallon containers of hand sanitizer to small businesses to help them protect the health of their employees and customers;
- Hosted webinars to educate and inform 2,016 small businesses about COVID-19 relief services available through the city and partner organizations, ranging from changes to Honolulu's reopening strategy and developing workplace vaccination policies to preparing for severe storms;
- Partnered with the U.S. Small Business Administration and Pacific Gateway Center to host capacity building events for businesses in Honolulu, Kalihi, and Kapolei;
- Reprogrammed \$3.1 million of HOME Investment Partnership Program funds to support redevelopment of the 80-unit Ulu Ke Kukui Transitional Homeless Shelter in Nānākuli to become Hale Makana o Uluwehi, a 40-unit facility of low- to moderate-income one-bedroom apartments; the city will also solicit eligible projects for consideration of funding with approximately \$37.6 million of the city's Affordable Housing Fund, and up to \$11.2 million in HOME Investment Partnerships American Rescue Plan Program funds;
- Accepted 312 new Emergency Housing Vouchers from the U.S. Department of Housing and Urban Development to specifically assist families experiencing or at risk of experiencing homelessness;
- Received more than \$14.4 million in Community Development Block Grant funds, \$95,143 in Housing Opportunities for Persons With AIDS funds, and \$24.8 million in Emergency Solutions Grants funding to prepare for, prevent and respond to coronavirus pandemic-related concerns on O'ahu; the city used these funding awards to contract with eligible nonprofit service providers to address non-congregate shelter services, operations and improvements, food distribution to affected families and seniors, acquisition of properties to provide stabilization services, shelter for victims of domestic violence and their children, and low- to moderate-income rentals.



OTHER EXECUTIVE OFFICES

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CITY BOARDS, COMMISSIONS AND COMMITTEES

City boards, commissions and committees are advisory in nature and were established to provide government agencies with citizen participation. Members of these bodies are appointed by the Mayor and confirmed by the City Council, except where otherwise noted. Members do not receive salaries or other forms of compensation.

BOARD OF PARKS AND RECREATION

Nine members, five-year staggered terms.

The Board of Parks and Recreation advises the Mayor, City Council, and the Director of the Department of Parks and Recreation on matters relating to recreational, cultural, and entertainment activities and facilities of the City and County of Honolulu.

BOARD OF WATER SUPPLY

Seven members, five-year staggered terms, includes two ex officio members: The Director of the city Department of Facility Maintenance and the Director of the state Department of Transportation.

The Board of Water Supply (BWS) sets policies and prescribes regulations for the management, control and operation of the municipal water systems on O'ahu and the properties of these systems, and fixes and adjusts rates and charges for water services. The board also appoints the BWS Manager and Chief Engineer.

BUILDING BOARD OF APPEALS

Nine members, five-year staggered terms.

The Building Board of Appeals hears and determines appeals regarding decisions of officials of the Department of Planning and Permitting in the administration of building, electrical, plumbing, housing and fire codes. The board also hears and determines requests for code variances.

CITIZENS ADVISORY COMMISSION ON CIVIL DEFENSE

Five members, five-year staggered terms.

The Citizens Advisory Commission on Civil Defense advises the Mayor, the City Council, and the Director of the Department of Emergency Management on matters pertaining to disaster emergency planning and operations, and promotes community participation, understanding and interest in civil defense and disaster emergency preparation.

CIVIL SERVICE COMMISSION

Five members, five-year staggered terms.

The Civil Service Commission monitors the principles of the merit system in public employment and advises the Mayor and the Director of the Department of Human Resources on matters concerning personnel administration and improvement of personnel standards. It also hears appeals and prescribes civil service rules and regulations.

CLEAN WATER AND NATURAL LANDS ADVISORY COMMISSION

Seven members, five-year staggered terms.

The Clean Water and Natural Lands Advisory Commission reviews and makes recommendations to the City Council on whether to fund proposals submitted to, and qualified by, the Department of Budget and Fiscal Services to protect or preserve lands and ecosystems, preserve historic or culturally important land areas, and increase public access to public land and open space.

CLIMATE CHANGE COMMISSION

Five members, five-year staggered terms.

The Climate Change Commission meets at least biannually to assemble the latest climate change research and assess how climate change is affecting O'ahu. The commission also advises the Mayor, City Council, city executive departments, and the city's Chief Resilience Officer and Executive Director of the Office of Climate Change, Sustainability and Resiliency.

COMMISSION ON CULTURE AND THE ARTS

Eleven members, five-year staggered terms.

The Commission on Culture and the Arts, which is administratively attached to the Mayor's Office of Culture and the Arts, assists the city with the preservation of the artistic and cultural heritages of all people residing in Honolulu. In accordance with the "Art in City Buildings Ordinance," the commission recommends artwork acquisitions and acceptance of works of art offered as gifts to the city. Recommendations are made in the area of community aesthetics to the executive and legislative branches of the city after reviewing all planned and existing city buildings, grounds and facilities.

ETHICS COMMISSION

Seven members, five-year staggered terms.

The Ethics Commission determines whether there have been any violations of the standards of conduct provisions of the Honolulu City Charter or ordinances by any officer or employee of the City and County of Honolulu. It recommends disciplinary action through advisory opinions to the appointing authority. The Ethics Commission is administratively attached to the Department of the Corporation Counsel.

ETHICS BOARD OF APPEALS

Five members, five-year staggered terms.

Individuals who have been aggrieved by a civil fine imposed by the Ethics Commission can appeal to the Ethics Board of Appeals, which is administratively attached to the Department of Budget and Fiscal Services.

FIRE COMMISSION

Seven members, five-year staggered terms.

The Fire Commission appoints and conducts annual performance reviews of the Fire Chief, reviews rules and regulations for the administration of the Honolulu Fire Department (HFD), and evaluates, considers and investigates charges brought by the public against the conduct of the HFD or any of its members. The commission also reviews the annual budget prepared by the HFD and may make recommendations to the Mayor.

GRANTS IN AID ADVISORY COMMISSION

Seven members, five-year staggered terms.

The Grants in Aid Advisory Commission, which is administratively attached to the Department of Community Services, is charged with reviewing applications and making recommendations relating to the distribution of monies from the Grants in Aid fund to nonprofit organizations that provide services to economically and/or socially disadvantaged populations, or provide services for public benefit in the areas of the arts, culture, economic development or the environment.

HISTORIC PRESERVATION ADVISORY COMMITTEE

Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The Historic Preservation Advisory Committee advises the Mayor and Director of the Department of Planning and Permitting on matters relating to the preservation of historic artifacts, sites, buildings and all other properties of historic significance to the people of the City and County of Honolulu.

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (HART)

Fourteen members, five-year staggered terms: three members are appointed by the Mayor; three by the City Council; three nonvoting, ex officio members are designated by the charter: the Director of the city Department of Transportation Services, the Director of the state Department of Transportation, and the Director of the city Department of Planning and Permitting; a 10th member is appointed by the eight voting members; and the board has four additional nonvoting, ex officio members, two who are appointed by the President of the State Senate and two who are appointed by the Speaker of the State House of Representatives, to terms as determined by each respective presiding officer.

The HART Board determines policy for the planning, design and construction of the fixed guideway system. The board appoints the executive director, approves and adopts the operating and capital budgets, and controls the rail transit funds.

HONOLULU CHARTER COMMISSION

Thirteen members: six members are appointed by the Mayor, six by the City Council; and the 13th member is appointed by the Mayor and confirmed by the City Council.

A Charter Commission is convened every 10 years to review and propose amendments to the existing Charter of the City and County of Honolulu. Proposed amendments are subject to approval by the voters of the city, and the Charter Commission is dissolved after amendments are proposed in final form.

HONOLULU COMMITTEE ON AGING

Number of members not limited; members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor, includes one elected official and one ex officio liaison member from the state Policy and Advisory Board on Elderly Affairs.

The Honolulu Committee on Aging advises the Mayor and the Department of Community Services, Elderly Affairs Division, on issues and needs of the elderly. Subcommittees on Advocacy, Planning and Senior Recognition assist with policy and program development.

HONOLULU COUNTY ARBORIST ADVISORY COMMITTEE

Nine members, eight members are appointed by the Mayor, terms are co-terminus with the Mayor, includes one ex officio member, the Director of the Department of Planning and Permitting.

The Arborist Advisory Committee is established by state statute and is attached to the Department of Parks and Recreation. Members include representatives of landscape architecture, certified arborists and others involved in community beautification or ecological sciences. The committee researches and makes recommendations to the City Council and property owners on ways to protect, preserve and enhance exceptional trees.

HONOLULU COUNTY COMMITTEE ON THE STATUS OF WOMEN

Number of members not limited, members are appointed by the Mayor without City Council confirmation, four-year staggered terms that are co-terminus with the Mayor.

The Honolulu County Committee on the Status of Women, which is administratively attached to the Department of Community Services, advises the Mayor and the state Commission on the Status of Women on matters of concern to O'ahu's women. Its duties include the public recognition of women's contributions, assessment of changes in women's status, and promotion of equality for both sexes.

HONOLULU YOUTH COMMISSION

Fifteen members, two-year staggered terms: six members are appointed by the Mayor without City Council Confirmation, one member is appointed by each Councilmember.

The Honolulu Youth Commission, which is administratively attached to the Office of the Managing Director, advises the Mayor and City Council on the effects of policies, needs, assessments, priorities, programs and budgets concerning the children and youth of the city.

LIQUOR COMMISSION

Five members, five-year staggered terms.

The Liquor Commission, which is administratively attached to the Department of Budget and Fiscal Services, issues liquor licenses, oversees the activities of licensees, and enforces state laws and commission regulations with respect to the licensing, regulation, sale or consumption of liquor by restaurants, liquor stores, bars and night clubs.

MAYOR'S ADVISORY COMMITTEE ON BICYCLING

Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The Mayor's Advisory Committee on Bicycling advises the Mayor and the Department of Transportation Services on the city's planned and existing bikeways, promotes safety and education programs for bicyclists, and seeks to improve communication and interaction between public and private agencies concerned with bicycling.

NEIGHBORHOOD COMMISSION

Nine members, five-year staggered terms: four members are appointed by the Mayor, four by the City Council; and the ninth member is appointed by the Mayor and confirmed by the City Council.

The Neighborhood Commission periodically reviews and evaluates the effectiveness of the Neighborhood Plan and the neighborhood boards. The commission also assists in the formation and the operation of neighborhood boards, upon request.

O'AHU WORKFORCE DEVELOPMENT BOARD

Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.

The O'ahu Workforce Development Board is administratively attached to the Department of Budget and Fiscal Services and works in partnership with the state of Hawai'i to implement a federally funded program, the Workforce Innovation and Opportunity Act (WIOA) of 2014, which supersedes the Workforce Investment Act (WIA) of 1998. WIOA specifies the functions of the board to include, but are not limited to, development of a local plan that aligns with the state plan, labor market analysis, convening workforce stakeholders, engaging employers, developing career pathways, as well as the selection and oversight of a vendor to operate American Job Center Hawai'i.

PLANNING COMMISSION

Nine members, five-year staggered terms.

The Planning Commission advises the Mayor, City Council and the Director of the Department of Planning and Permitting (DPP) on matters relating to land use and development. The commission reviews, holds public hearings, and makes recommendations on revisions and amendments to the General Plan and the Development Plans. It also reviews and conducts hearings on zoning ordinances and amendments, as well as on state Special Use Permits. Additionally, the commission comments on rules and regulations that deal with zoning and land subdivision as prepared for the DPP Director.

POLICE COMMISSION

Seven members, five-year staggered terms.

The Police Commission appoints and conducts annual performance reviews of the Police Chief, reviews rules and regulations for the administration of the Honolulu Police Department (HPD), and evaluates, considers and investigates charges brought by the public against the conduct of HPD or any of its members. The commission also reviews the annual budget prepared by HPD and may make recommendations to the Mayor.

RATE COMMISSION

Seven members, five-year staggered terms: three members are appointed by the Mayor, three by the City Council; and the seventh member, who serves as the Chair, is appointed by the Mayor and confirmed by the City Council.

The Rate Commission reviews at least annually and recommends adjustment to the fares, fees, rates, tolls and other charges for the use of any and all modes of the multimodal municipal transportation system. The commission also submits an annual report to the Department of Transportation Services Director, the Mayor and City Council.

REAL PROPERTY TAX ASSESSMENT BOARDS OF REVIEW I, II AND III

Five members per board, five-year staggered terms.

Although attached to the Real Property Assessment Division of the Department of Budget and Fiscal Services for administrative and clerical assistance, the Boards of Review are independent bodies established to settle disputes between the taxpayer and the real property tax assessor. While most cases settled by the boards involve differences of opinion over the assessed valuation of real property, the boards also decide issues involving the disallowance of exemptions by the assessor.

SALARY COMMISSION

Seven members, five-year staggered term: three members are appointed by the Mayor, three by the City Council; and the seventh member is appointed by the Mayor and confirmed by the City Council.

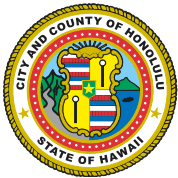
The Salary Commission establishes the salaries of all elected city officials and certain appointed city officials in accordance with the principles of adequate compensation for work performed, and relative to preservation of a sensible relationship to the salaries of other city employees.

ZONING BOARD OF APPEALS

Five members, five-year staggered terms.

The Zoning Board of Appeals hears appeals regarding decisions of the Director of the Department of Planning and Permitting in the administration of zoning and subdivision ordinances and related rules and regulations. The board also hears requests for variances from the Land Use Ordinance.

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NEIGHBORHOOD COMMISSION OFFICE

Lloyd Yonenaka, Executive Secretary

POWERS, DUTIES AND FUNCTIONS

The Neighborhood Commission Office (NCO) provides administrative and technical support services to the Neighborhood Commission, 33 neighborhood boards, and the city administration.

Neighborhood Boards

The 33 neighborhood boards consist of 423 volunteer board members serving as advisory groups to the Honolulu City Council, the city administration, departments and agencies, and other public officials of the state and federal governments. O'ahu's neighborhood boards function as islandwide communication conduits, expanding and facilitating opportunities for community and government interaction. The Neighborhood Plan, developed by the Neighborhood Commission, serves as the legal framework for the neighborhood boards.

Neighborhood Commission

The Neighborhood Commission was established in 1973 after Honolulu voters approved an amendment to the Revised Charter of the City and County of Honolulu, now set forth as Article XIV. To fulfill its duties, the commission rules require a minimum of six meetings each year, including the review and evaluation of the activities, performance and operations of the neighborhood board system.

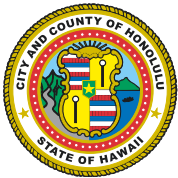
The nine members of the Neighborhood Commission for Fiscal Year 2021 were: Bryan Choe, Chair, Richard Oshiro, Vice Chair, Jonathan Ching, Steven J. Melendrez, Joby North III, Kevin Rathbun, Robert Stubbs, Tyler Dos Santos-Tam, and Claire J. Tamamoto.

The mission of the Neighborhood Commission is to increase and assure effective citizen participation in the decisions of government through the establishment of policy, providing oversight and evaluation, creation and expansion of various public outreach efforts and campaigns, as well as facilitating the efficient organization and operation of the neighborhood board system.

ACCOMPLISHMENTS

- Improved virtual and hybrid meetings by providing additional Wi-Fi hot spots and improved video conferencing options such as Zoom, which has allowed for greater accessibility and diversity; as a result, neighborhood boards such as North Shore and Ko'olauloa have been able to meet more consistently, where in the past bad weather caused driving concerns for participants who had to commute;
- Continued to maintain a safe environment throughout the coronavirus pandemic by recommending that the board members meet virtually, and despite the preference of a few boards to meet in person, many boards opted to meet online after realizing the advantages of increased participation and efficiency;
- Conducted the 2021 Neighborhood Board Elections with 402 of the 495 candidates elected through 26,133 online votes and 346 paper ballot votes, including recounts for two ties with no change in outcome and winners of these two races determined by lot at Kapālama Hale on June 4, and hosted the virtual Installation Ceremony on June 26; while the 2021 election had 495 candidates compared to 553 in the 2019 election, voter participation in 2021 increased 43.5 percent compared to the 2019 elections;
- Approved all together at neighborhood board meetings 66 resolutions during Fiscal Year 2021, including a resolution from the Wai'alae-Kahala Neighborhood Board pertaining to the removal of vegetation and structures interfering with shoreline transit access, and a resolution from the Makiki/Tantalus/Lower Punchbowl Neighborhood Board supporting the Makiki District Park Master Plan;
- Assisted the new Honolulu Youth Commission, which was approved by voters in November 2020, by providing guidance on the creation of agendas, recording meeting minutes, and successfully facilitating public meetings.

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OFFICE OF CLIMATE CHANGE, SUSTAINABILITY AND RESILIENCY

Matthew Gonser, Executive Director and Chief Resilience Officer
Nicola Hedge, Deputy Director and Deputy Chief Resilience Officer

POWERS, DUTIES AND FUNCTIONS

The official responsibilities of the Office of Climate Change, Sustainability and Resiliency (CCSR) under Chapter 6-107 of the Revised Charter of the City and County of Honolulu are to: track climate change science and potential impacts on city facilities; coordinate actions and policies of city agencies to protect economic activity from climate impacts, increase preparedness, and develop resilient infrastructure in response to the effects of climate change; develop and coordinate city policies and programs that improve environmental performance; integrate sustainable and environmental values into city plans, programs and policies; and promote resilience of communities and coastal areas.

As defined in Ordinance 20-47, Revised Ordinances of Honolulu, CCSR manages six programs to coordinate implementation of actions and policies of city agencies related to sustainability and climate change resilience: energy; coastal and water; climate resilience and equity; food security and sustainability; zero waste; and pre-disaster, multi-hazard mitigation. CCSR facilitates data collection related to the city's electricity, fuel, and water usage for annual reporting purposes, and reports to the Mayor and City Council regarding overall performance in meeting sustainability targets and objectives through the city's Annual Sustainability Report. CCSR provides administrative support to the Honolulu Climate Change Commission, a five-member commission of climate change in Hawai'i experts, that is charged with gathering the latest science and information on climate change impacts on O'ahu, and providing advice and recommendations to the Mayor, City Council, and executive departments.

Through implementation of the city's O'ahu Resilience Strategy and Climate Action Plan, CCSR leads efforts to help O'ahu prepare for, withstand, and bounce forward from the "shocks" of hazard events intensified by climate change, such as floods and other climate change "stresses," such as sea level rise and increasing heat, which are growing issues in the near future and long term. CCSR also coordinates Honolulu's membership in the Climate Mayors national group, the 200-city Urban Sustainability Directors Network, and is part of the American Cities Climate Challenge cohort of 25 U.S. cities leading the charge on advancing climate action. Additionally, CCSR is the organizing body of the Four County Sustainability Network and represents Honolulu in the Aloha+ Challenge, a statewide initiative that tracks shared goals and metrics measuring Hawai'i's progress toward sustainability goals.

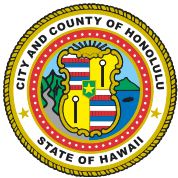
CCSR has eight full-time city-funded positions, four full-time contract positions provided through external grant funding, and supports 20 AmeriCorps VISTA members across seven city agencies, all serving to build capacity and resilience in O'ahu's communities.

ACCOMPLISHMENTS

- Established a coronavirus pandemic recovery framework for the city that included the creation of the city's Office of Economic Revitalization via Resolution 20-197, adopted by the City Council on Oct. 7, 2020, which reorganized the Office of Economic Development into a specialized and focused entity to coordinate immediate COVID-19 economic assistance; guide long-term strategy for economic development; and accelerate economic diversification in areas such as sustainable agriculture, regenerative tourism, renewable energy, and technology and innovation;
- Produced and released both the 2020 and 2021 Annual Sustainability Reports, per requirements in Ordinance 20-47, affirming the city's commitments to transparency, informed decision-making, and accountability in progress toward sustainability objectives and targets; the 2021 report documented decreased municipal electricity and fuel usage of 3.4 percent and 2.1 percent respectively, and an increase in municipal on-site renewable energy generation of more than four times the capacity compared to the previous year;
- Finalized the city's first-ever Climate Action Plan (CAP), a science-based, community-driven strategy for O'ahu to combat climate change, which sets forth a target of 45 percent reduction in islandwide greenhouse gas emissions (GHG) in the transportation, electricity, and waste sectors by 2025 in alignment with the city's

climate action policy in Ordinance 20-47; the release of the CAP on Earth Day 2021 and its subsequent, unanimous adoption by the City Council on June 2, 2021, marked the conclusion of more than two years of community, stakeholder, and departmental engagement with more than 2,000 individual inputs from residents;

- Received awards for \$1.2 million in federal hazard mitigation program funding for projects to assess city facilities for hurricane retrofits for improved public safety; identify potential facilities to serve as resilience hubs, or community-serving facilities that can coordinate services before, during or after a natural hazard event; and update O'ahu's shoreline setback regulations to promote shoreline conservation and reduce the risk of damages and losses to coastal properties from coastal hazards, such as erosion and sea level rise; and prepared and submitted applications for an additional \$38.8 million in federal hazard mitigation program funding, with award announcements expected during FY 2022;
- Developed and facilitated the city's inaugural Equity Foundations training for city employees, which hosted 42 participants from 20 city departments and agencies in a five-week series to gain an understanding of foundational equity concepts related to local government's role in mitigating disproportionate negative impacts to marginalized communities, and provided workshop tools for addressing existing, or avoiding future, inequities in city programs, processes and operations;
- Hosted three Climate Change and Sea Level Rise training sessions for city employees, with 66 participants from 15 city departments and agencies; this training supports Directive 18-2, "[City] Actions to Address Climate Change and Sea Level Rise," requiring all executive departments and agencies to establish policies to address, minimize risks from, and adapt to the impacts of climate change and sea level rise, consider both climate change mitigation and adaptation as pressing and urgent matters, and to utilize the Climate Change Commission's "Climate Change Brief" and "Sea Level Rise Guidance" documents; the training provided information on the context and content of the directive, commission, and other state and city resources, the drivers of climate change and opportunities to mitigate and adapt to climate change, and information on identifying programs and resources to support integration of Directive 18-2 into their work; and since the training was first offered, CCSR has provided eight training sessions to more than 200 city employees;
- Assisted in the development and ultimate City Council adoption of three critical climate bills, in partnership with city agencies and community stakeholders: Ordinance 20-47 codified CCSR duties and responsibilities, established climate action and climate adaptation policies related to reducing GHG emissions and coordinated water resource and risk management; Ordinance 20-41 updated O'ahu's outdated parking regulations, streamlining minimum parking requirements in certain areas, promoting choice for developers, and sustainable design that supports lower costs of living and clean transportation options; and Ordinance 20-44 streamlined permitting procedures for residential clean energy projects, lowering barriers to adoption, increasing efficiency of buildings, and equitable access to affordable, clean energy for more residents;
- Received the 2020 Public Agency Award from the American Planning Association Hawai'i Chapter, which honors the work of a public sector agency that consistently produces a program of exceptional work, judged across the four categories of quality, outreach and engagement, innovation, and implementation; the award jury acknowledged that CCSR has effectively partnered with various state and city departments and agencies, engaged the community in unique ways to produce important new guiding policies and strategies, elevated the public's knowledge and awareness regarding climate change and its effects on the community, and emerged as a trusted agency for supporting data-, science-, and evidence-informed decision making.



MAYOR'S OFFICE OF CULTURE AND THE ARTS

C. Makanani Salā, Executive Director

POWERS, DUTIES AND FUNCTIONS

The Mayor's Office of Culture and the Arts (MOCA) was established in 1971 after the creation of the Commission on Culture and the Arts and the passage in 1967 of a "percent for art" ordinance that established the Art in City Buildings program.

MOCA is the liaison for the Commission on Culture and the Arts (CoCA), and follows the same objectives: to assist the City and County of Honolulu in attaining national pre-eminence in culture and the arts; to assist the city in the preservation of the artistic and cultural heritage of all its people; to promote a community environment that provides equal and abundant opportunity for exposure to culture and the arts in all its forms; and to encourage and provide equal opportunity for the development of cultural and artistic talents of the people of Honolulu. To accomplish these objectives, MOCA manages the Art in City Buildings program, oversees art and cultural programming, and partners with community organizations.

CoCA determines the acquisitions funded by Art in City Buildings and the acceptability of works of art offered as gifts to the city. Additionally, CoCA makes recommendations both on the aesthetic standards of city facilities and regarding the preservation, advancement and dissemination of culture and the arts to the citizenry of Honolulu.

Commission members for Fiscal Year 2021 were Stephen Mechler, Chair (Urban Design), Leighton Liu, Vice Chair (Design), Ann Asakura (Crafts), Gail Harada (Literature), Vincent Hazen (Art), Glenn Medeiros (Music), Deborah Pope (Art), Andrew Rosen (Multimedia), Anthony Silva Jr. (At-large), Timothy Slaughter (Theater Arts), and Pamela Taylor Tongg (Dance).

In January 2021, MOCA assumed administration of the city's International Relations and the Sister City program. Since 1959, Honolulu's Sister City Program has grown to more than 30 partnerships on six continents, all of which are based upon a direct historical, cultural, or ethnic connection to the people of O'ahu. These relationships promote international cooperation through the sharing of mutually beneficial ideas, technologies, and strategies that improve our economy and the quality of life for our residents.

Art in City Buildings

As reported in the Art in City Buildings 2021 Annual Inventory, the Art in City Buildings collection holds 1,084 active works of art, four of which are loans, with an estimated total value of \$12.8 million. A collection database is accessible online through the agency's webpage on the city website.

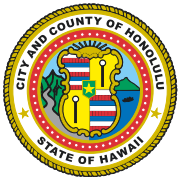
ACCOMPLISHMENTS

- Managed the Culture and Arts Recovery and Relief Program awarding \$1,666,648 to eligible culture and art businesses and nonprofit organizations for reimbursable expenses related to the coronavirus pandemic;
- Produced Kapolei City Lights in December 2020, adhering to safety measures outlined in the Mayor's COVID-19 Emergency Proclamations;
- Scheduled 210 hearings, meetings, and workshops in the Mission Memorial Building Hearing Room, and managed 165 events in the Mission Memorial Auditorium attended by 7,300 people;
- Created a Sister City partnership with the city of Fuzhou, China;
- Co-sponsored the Make Music Day Hawai'i and May Day 2021 – Māka'ika'i events;
- Provided Hawaiian Language training to more than 100 city employees;
- Prioritized and adopted a city policy to use Hawaiian diacritical marks in all official correspondence, reports and publications;
- Commissioned "Ho'okumu—Moana," a 2020 stainless steel sculpture by Bernice Akamine, and "16 Cube Truss (About Building Systems)," a 2020 wooden sculpture by Sean Connelly, for temporary display at Thomas Square;

- Performed 80 conservation maintenance treatments on public art, and completed major conservation treatments on “Honolulu Hale Doors,” three sets of 1929 bronze doors designed by Nicholas Usheroﬀ, “Queen Kapi’olani,” a 2001 bronze sculpture by Holly Young, and “Prince Jonah Kūhiō Kalaniana’ole,” a 2001 bronze sculpture by Sean Browne;
- Acquired six new artworks in the Art in City Buildings collection including a bronze memorial plaque titled “Tom Moﬀatt Memorial Plaque,” gift of John Henry Felix, and five abstract paintings by Mary Taehee Kim, gift of the artist;



- Managed the installation and dedication of the commissioned work of art “Ka Leo O Ke Kai (The Voice of the Sea),” a 2020 cast glass and metal mural by Steve Gardner, at the Honolulu Fire Department Station 15 in Hau’ula.



OFFICE OF ECONOMIC REVITALIZATION

Amy Asselbaye, Executive Director

POWERS, DUTIES AND FUNCTIONS

In July 2020, the City and County of Honolulu reorganized the Office of Economic Development and established the first-ever Office of Economic Revitalization (OER) to coordinate the city's response to the coronavirus pandemic and economic recovery efforts, dedicated to grants, partnering opportunities, and increased community resources. OER makes sure that COVID-19 information and resources are widely available to businesses and community organizations to operate safely and that O'ahu's economy remains open. The office also supports our community and businesses in finding assistance and implementing COVID-19 relief funded jobs and other programs. Additionally, OER is tasked with the development and transition over time to a more diversified and resilient economy. To accomplish this goal, OER hired additional staff to support the city administration's ability to win competitive federal grants, create more opportunities with our business and community partners, and increase the number of collaborative programs and resources to support our community and ongoing recovery.

OER's recovery strategy guides its work: help struggling individuals and businesses get back on their feet, support the community and entrepreneurs with resources to build a diverse and resilient economy, and invest in an equitable recovery that offers opportunities for everyone and every business to thrive.

Small Business and Economic Recovery

OER supports growth for businesses and communities by connecting them with resources and developing programs to create a more resilient economy. This includes providing the public with access to information, technical assistance, training, and building the market infrastructure for locally made products.

Sustainable Agriculture and Food Systems

As the city's first point of contact for agriculture, OER enables the city to capitalize on agricultural funding opportunities from state and federal agencies, collaborate with the state on issues of mutual concern, work with city departments on changes that will benefit agriculture, and focus on a reasoned approach to the preservation and use of agricultural lands. OER looks at all aspects of the food system from production through food waste remediation, fulfilling the agricultural needs on O'ahu and identifying key leverage points that, through timely program implementation and key policy changes, will create a sustainable food system.

Innovation and Technology Sector Revitalization

O'ahu is the state's innovation and economy hub, representing 75 percent of the statewide innovation market. OER is partnering with community organizations to develop a thriving innovation and technology hub on O'ahu that can simultaneously fulfill the goals of a diversified and shock-resilient economy, local job creation and talent retention, and the cultivation of place-based, culturally relevant and innovative solutions to social and environmental problems.

Pacific Islander Outreach

OER's Pacific Islander community liaison helps to bridge the gap between the Pacific Islander community and the city. The liaison focuses on programs to provide language and culturally appropriate outreach for COVID-19 health services, wraparound economic and social support, as well as food and vaccine distribution. The liaison works closely with the state and other city departments to coordinate better understanding and interactions with our most newly immigrated populace, and in collaboration with Pacific Island consular offices, community groups, and government partners to assist a community severely impacted by the pandemic in gaining access to government services and working toward greater economic prosperity.

Business and Constituent Educator Team

The Business and Constituent Educator Team (B&CE) plays a major role in keeping OER up-to-date on the concerns of local companies. They provide in-person and online education to O'ahu residents and business

owners about COVID-19 guidance, COVID-19 relief funding opportunities, and services to keep our economy moving forward. The team also assists businesses and constituents in understanding how to work with the city, state, and federal government. They work closely with the Small Business Administration (SBA), SBA service providers, neighborhood business associations, and the Chamber of Commerce on the island. B&CE reports on their community interaction to the City Council each month, and sends a weekly email newsletter to 10,000 businesses and community members.

One O'ahu Team

The One O'ahu Team, also known as the 808-768-CITY Call Center, continues to provide O'ahu residents and visitors with easy to understand guidance about COVID-19 safety and support programs through phone and email, as well as the oneoahu.org website. The One O'ahu Team served as the primary customer service team for the launches of the Small Business Relief and Recovery program, City Card, and Rental and Utility Relief programs. It also serves as a hub for critical recovery information, with a landing page for financial and healthcare support for residents, food support programs to keep our keiki and kūpuna from going hungry, and access to translated information to support our Pacific Islander community. The team handled more than 40,000 inquiries from residents and visitors on topics ranging from COVID-19 restrictions and available city services, to the state's Hawai'i Safe Travels program, and the oneoahu.org website had 1.4 million visitors and nearly 4 million page views.

Honolulu Film Office

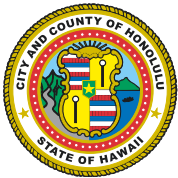
The goal of the Honolulu Film Office (HonFO) is to make Hawai'i's film industry a vital, vibrant part of a diversified and sustainable economy. To this end, HonFO provides leadership in the areas of planning, development, facilitation, and marketing to and for media industries on O'ahu. As the hub of production for the state of Hawai'i, HonFO assists an average of 500 projects per year, ranging from large-scale feature films such as "Godzilla vs. Kong" and "Jurassic World: Fallen Kingdom," to small, minimal-impact still, video and new media shots. O'ahu is typically responsible for 50 to 75 percent of the annual statewide expenditures, and is fortunate to be the home of multiple network television series including CBS Studios "Magnum P.I.," the Disney Plus series "Doogie Kamealoha, M.D.," and the Sony for Amazon limited television series based on the hit film "I Know What You Did Last Summer," which provided stable industry jobs.

ACCOMPLISHMENTS

- Started the \$200 million Rental and Utility Relief Program with our partners Catholic Charities Hawai'i and the Council for Native Hawaiian Advancement; the program quickly, efficiently and equitably delivered millions of dollars in rent and utility help to families struggling because of the coronavirus pandemic; and because of this, the U.S. Department of the Treasury recognized Honolulu as one of the nation's highest performing municipalities, making our community eligible for additional federal relief funds for rent, utility relief and housing stabilization services;
- Executed the \$175 million Small Business Relief and Recovery Fund to help O'ahu's small businesses survive the pandemic; working with several O'ahu credit unions, awarded 16,056 grants to 10,632 businesses with an average award amount of \$16,281, totaling more than \$173 million in direct aid distributed by the city; 40 percent of the funding covered commercial rent or lease payments, and 60 percent covered expenses related to operations;
- Led a \$10 million program with O'ahu's seven community health centers to create a Community Resource Network in response to COVID-19; each health center, located in a medically underserved community, provided COVID-19 testing, contact tracing, isolation and quarantine referral, and culturally tailored economic and social service support; community health supported 92,000 patients who experienced medical and household hardship due to COVID-19;
- Purchased more than \$7 million of locally grown food with CARES Act funding, and distributed the food through community organizations to food insecure communities, implemented a summer keiki meals program through Kahumana Organic Farms' food hub, which supported the purchase of locally grown fruits, vegetables and starches, and employed West O'ahu residents with \$1.2 million in federal funding;
- Partnered with Hawai'i Investment Ready to create and launch the Innovation Fund Program, and awarded \$2.5 million in CARES Act funding grants to 24 local businesses and community groups that used the funds to serve more than 370,000 people, support 375 jobs, and partner with 382 local vendors;

- Teamed up with the University of Hawai'i Community Colleges to provide more than 2,000 free job training courses and internship programs to O'ahu residents affected by the pandemic, helping community members gain employment in fields other than tourism, supporting the city's goal of a diverse, resilient workforce, and injecting \$3 million into the local economy;
- Created the Immediate Response Card "City Card" program in collaboration with the financial services platform MoCaFi that provided \$500 debit cards for groceries and household essentials to 3,746 households struggling because of the COVID-19 pandemic, and infused \$1.7 million in CARES Act money into the local economy;
- Launched the Small Business Resource Network in collaboration with the O'ahu Economic Development Board and provided \$1 million in technical assistance support to small businesses;
- Created an internationally recognized Modified Quarantine Program that has been adopted by film commissions in other jurisdictions to facilitate travel for film crews during the coronavirus pandemic; with strict testing regiments and guidelines, the program reduced the quarantine time for film industry workers traveling to Hawai'i to work, and was included in ViacomCBS' official restart plan for "Magnum P.I.";
- HonFO attended and presented at guild and organization Zoom meetings to market O'ahu and educate the industry on COVID-19 protocols, Hawai'i's safety relative to other global filming centers, and how to travel to Hawai'i under the Modified Quarantine Program for the film and television industry; and the film industry impact on O'ahu for calendar year 2021 is forecast to exceed \$400 million in direct spending, with an estimated economic output of nearly \$700 million;
- Partnered with the Hawai'i Tourism Authority (HTA) and the O'ahu Visitors Bureau to create the first O'ahu Destination Management Action Plan, a collaboration with the HTA and a community-based steering committee in each county to rebuild, redesign, and reset the direction of the visitor industry; and this is part of the City and County of Honolulu's strategic move to partner with the visitor industry in a responsible and regenerative manner, protect our people and place, and retain our status as a premier visitor destination.

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OFFICE OF HOUSING

Anton C. Krucky, Executive Director

POWERS, DUTIES AND FUNCTIONS

The Office of Housing (HOU) oversees policy and strategy for affordable housing, senior housing, special needs housing, and housing for homeless and activities related to homelessness. The office leads cross-sector collaboration across city departments, state and federal agencies, and private and nonprofit organizations, to refine Honolulu's Affordable Housing Strategy and drive execution of the diverse programs that provide housing to our vulnerable communities.

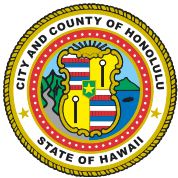
The strategies for affordable housing include other offices and departments in the City and County of Honolulu and collaboration with the state of Hawai'i. HOU provides policy and strategy. The Department of Planning and Permitting provides regulatory and incentive activities for developers, and reviews infrastructure for planning. The Department of Land Management acquires and manages city properties. The Department of Community Services provides use of the city's affordable housing fund and federal subsidy programs. The Office of Economic Revitalization provides rental and housing stabilization programs.

The strategies around housing for homeless and activities revolving around homelessness involves three key components: First, is the decision by someone sheltered or unsheltered to positively engage in seeking housing or personal assistance? Second, do we have the means in place to get individuals to their choice of housing? Third, do we have the inventory of options available to accommodate those choices? HOU collaborates with the state of Hawai'i and Partners in Care to execute those strategies, work with individuals, and offer good choices.

ACCOMPLISHMENTS

- Contracted through the state's 'Ohana Zone fund to transport persons experiencing homelessness to shelters, resolving the issue of persons experiencing homelessness deciding to accept shelter, but then declining shelter services due to the lack of timely transportation to a shelter;
- Achieved 229 placements through the Ke'ehi Lagoon Homeless Outreach and Navigation for the Unsheltered (HONU) program, and of those 229 people, 179 were placed in shelters, eight were placed in treatment, nine were relocated to a Neighbor Island or the continental United States, 14 moved into permanent housing, and 19 were reunited with family;
- Opened a second HONU site in Whitmore on May 10, and in just under eight weeks, completed 21 placements, of which 17 were placed in shelters, one was placed in treatment, one individual was relocated to his family in South Carolina, one moved into permanent housing, and one individual experiencing homelessness was reunited with family;
- Developed the Crisis Outreach Response and Engagement program (CORE) through cross-sector collaboration to assist unsheltered individuals in decision-making; for individuals experiencing a crisis in public, the program will provide mobile response units that include social outreach and medical services, including mental crisis assistance; development of the CORE program involved city departments, members of the state of Hawai'i homeless and mental health departments, providers, and community members, including individuals who have experienced homelessness; and the CORE program will be launched in the fall of 2021;
- Moved away from compassionate disruption as a city strategy to address homelessness to an emphasis on outreach for individuals experiencing homelessness, while still performing sanitation actions islandwide in response to citizen complaints;
- Enrolled 869 persons experiencing homelessness in shelters, and another 166 in housing;
- Housed 234 individuals, comprising 94 families, through the Homeless Emergency Solutions Grant, COVID-19, known as O'ahu Housing Now, with a goal of filling an additional 206 housing units by September 2021;

- Coordinated Chinatown Revitalization efforts with the Department of Design and Construction, adding a law enforcement presence and supporting the launch of a Weed and Seed program in Chinatown;
- Initiated plan for expanding HOU staff and identified funding source for contract personnel for the next two fiscal years.



ROYAL HAWAIIAN BAND

Clarke L.K. Bright, Bandmaster

POWERS, DUTIES AND FUNCTIONS

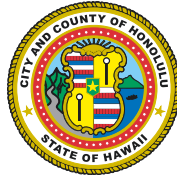
The Royal Hawaiian Band (RHB) serves as the official band of the City and County of Honolulu. It has the distinction of being the only full-time municipal band in the nation, and the only band in the United States established by a royal kingdom. The band represents the City and County of Honolulu at public events and provides a wide variety of music for the educational and cultural needs of the community. Due to its cultural heritage, the band endeavors to maintain its observance of, and its participation in, all events that were established during the Hawaiian monarchy era.

RHB is made up of 40 full-time positions and functions as a concert band, parade band, and a glee club ensemble. The administrative and operational affairs of the band are handled by the bandmaster, assistant administrator, brass supervisor, woodwind supervisor, glee club supervisor, assistant conductor, drum major, head librarian, assistant librarian, field coordinator, and senior clerk typist. With the exception of the senior clerk typist, all the positions listed are dual positions – they are musicians in the band and also perform their administrative and staff responsibilities.

ACCOMPLISHMENTS

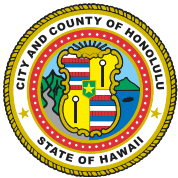
- Performed 969 small ensemble and glee club performances during Fiscal Year 2021, with the large increase in total performances, compared to previous years, attributable to fragmenting the concert band into small ensembles of five or less to accommodate coronavirus pandemic safety guidelines; while not optimal for overall music presentation, this formation change into small ensembles allowed the department to safely continue musical services to the City and County of Honolulu;
- Supported the COVID-19 vaccination site at the Neal S. Blaisdell Center by entertaining the public during their post-vaccination shot observation period; the RHB small ensembles performed five days a week during the initial five months of the Blaisdell vaccination site;
- Performed regularly at the Honolulu Zoo, Bishop Museum, Royal Hawaiian Hotel, and the Moana Surfrider, A Westin Resort & Spa, Waikīkī Beach; these venues were selected based on their ability to provide a safe environment, based on COVID-19 safety protocols, for both the small ensemble performance groups and the general public; small ensembles also performed for special events such as the grand opening of The Royal Room at Waikīkī Beach Walk, an interactive exhibit curated by the Hawai'i Music Hall of Fame honoring the musical compositions of King David Kalākaua, Queen Lili'uokalani, Princess Miriam Likelike, and Prince William Pitt Leleiohoku II, the siblings known as Nā Lani 'Ehā, or The Royal Four; provided music at Ma'ema'e ElemWentary School; and performed at the Bishop Museum's Make Music Day Hawai'i event that was live-streamed internationally;
- Scheduled regular performances for the Glee Club at the Honolulu Zoo, observing COVID-19 protocols regarding group size and social distancing;
- Provided prerecorded video content of the national anthem, Hawai'i state song, and other musical selections for virtual online ceremonies and events, including the Martin Luther King Jr. Day program, 'Ewa Elementary School's Lincoln Day ceremony, Hawai'i Chapter Lion's Club convention, and the Hawai'i Law Enforcement Memorial live and virtual program during Police Week that featured a live performance of "Taps," the National Song of Remembrance, by a RHB bugler;
- Returned to service as a full concert band in June 2021, including glee club, vocal soloists and hula practitioners, as allowed by COVID-19 safety protocols, and started regular weekly performances at 'Iolani Palace, Honolulu Zoo, Royal Hawaiian Hotel, and the Bishop Museum.

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DEPARTMENTS & AGENCIES

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BOARD OF WATER SUPPLY

Bryan P. Andaya, Chair; **Kapua Sproat**, Vice Chair; **Nā‘ālehu Anthony**,
Kay C. Matsui, **Ray C. Soon**, **Max Sword**, and Ex Officio Members:
Roger Babcock Jr., and **Jade T. Butay**
Ernest Y.W. Lau, P.E., Manager and Chief Engineer
Ellen E. Kitamura, P.E., Deputy Manager and Chief Engineer

POWERS, DUTIES AND FUNCTIONS

The Board of Water Supply (BWS) manages O‘ahu’s municipal water resources and distribution system, providing residents with a safe, dependable and affordable drinking water supply now and into the future. As the largest municipal water utility in the state of Hawai‘i, the BWS delivers potable and non-potable water to approximately 1 million customers on O‘ahu. The BWS carefully and proactively manages and invests in its intricate system, consisting of 94 active potable water sources, 172 reservoirs and nearly 2,100 miles of pipeline.

The BWS is a financially self-sufficient, semi-autonomous agency of the City and County of Honolulu. Its operations and projects are financed with revenues generated from water transmission and distribution fees. It receives no tax money from the city. The BWS also issues revenue bonds and pursues federal grants and State Revolving Fund loans to help subsidize BWS projects.

The BWS is governed by a board of directors (board), consisting of seven members. Five members are appointed by the Mayor and confirmed by the Honolulu City Council. The remaining two members serve in their capacities as the Director of the state Department of Transportation and the Director and Chief Engineer of the city’s Department of Facility Maintenance. The board appoints the BWS Manager and Chief Engineer to administer the department.

Capital Projects Division

The Capital Projects Division ensures improvements to O‘ahu’s municipal water system are designated and constructed in accordance with the BWS Water System Standards; formulates the annual Capital Improvement Program; implements the design and construction of new source, storage, treatment, transmission and distribution facilities; and is responsible for the replacement and upgrade of aging water mains and waterworks facilities.

Customer Care Division

The Customer Care Division interfaces with BWS customers to provide services in the areas of bill payments, delinquent bills, account inquiries, water service investigations, review of building permit applications, new water services, and investigation of water leaks and possible causes for high water bills.

Field Operations Division

The Field Operations Division maintains and repairs O‘ahu’s water delivery system, which includes all pipelines, valves, fire hydrants, water meters and automatic meter reading components. This division also maintains the BWS’s corporation yards, reservoirs, and control buildings, and conducts landscaping work at all BWS facilities.

Finance Division

The Finance Division ensures financial resources are efficiently and effectively managed by providing support for all BWS fiscal functions, including financial reporting, general accounting, payroll, accounts payable, planning and analysis, fixed assets, treasury, debt and investment management, meter reading and customer billing.

Information Technology Division

The Information Technology Division plans, designs, implements, maintains and supports BWS information technology (IT) and geographic information system (GIS) applications, the water system hydraulic models, and the BWS IT infrastructure, which includes physical and virtual data centers, servers, personal computers, mobile computing, wired and wireless network communications, telephone systems, the call center system, cyber security and video surveillance systems.

Land Division

The Land Division acquires real property and interests therein, in the name of the city for BWS use through purchase, condemnation, lease, easement and executive land order; recommends to the council the disposal of surplus real property; and manages real property and real property interests that are under the control of the BWS.

Water Quality Division

The Water Quality Division is responsible for all matters relating to the administration and compliance of O'ahu's water system with all drinking water and environmental laws, rules, and regulations, and protecting water quality from contamination entering the potable water system through backflow prevention and the identification and elimination of cross-connections.

Water Resources Division

The Water Resources Division directs long-range water resource and capital planning for O'ahu's water system, and ensures the health of O'ahu's water resources, conserves freshwater supplies, and plans for the expansion of water system infrastructure to ensure an adequate water supply for domestic use and fire protection for current and future water users.

Water System Operations Division

The Water System Operations Division monitors, maintains, repairs and operates the BWS's diverse water systems, including well and booster stations, control valves and the various water treatment facilities. This division also inventories, maintains and repairs the BWS fleet of motor vehicles, construction equipment and trailers.

Office of the Manager and Chief Engineer

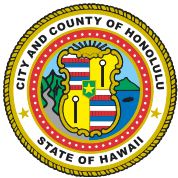
The Office of the Manager and Chief Engineer administers the affairs of the BWS in accordance with policies and regulations adopted by the board and the provisions of the Revised Charter of the City and County of Honolulu; provides comprehensive strategic communication services and support to all divisions, including internal communications and external communications with key stakeholder groups such as customers, community/advocacy groups, neighborhood boards, media and elected officials; oversees the development and execution of the operating budget, capital improvement program and departmental revenues; administers and provides procurement services; administers and manages human resource classification, recruitment and examination, and labor relations; develops and implements plans and policies to improve security for BWS employees, water resources and distribution system; and develops and executes risk management and emergency preparedness and response in coordination with other city, state and federal agencies.

ACCOMPLISHMENTS

- Conducted 22,529 chemical tests, 33,826 microbiological tests, and collected 21,757 samples from BWS sources, distribution systems and treatment facilities to ensure all water served is safe to drink; tests performed during Fiscal Year 2021 include regulatory compliance testing, groundwater quality testing, and response to customer inquiries about water quality;
- Issued \$50 million of municipal bonds in March 2021 to finance capital improvement projects and \$43.5 million to refinance older bonds at a lower interest rate, resulting in savings of \$3.2 million in interest payments, and received \$12 million in State Revolving Fund loans;
- Awarded \$136 million in construction contracts and \$17 million in professional service contracts for projects to maintain and improve water system facilities, including well and booster stations, reservoirs and corporation yards, and for the systematic replacement of aging and corroded water mains and fire protection improvements; this includes the award of a design contract to install a 3 million gallon recycled water reservoir in East Kapolei plus a 16-inch main from the proposed reservoir to Farrington Highway, and a construction contract to replace the failing Kapa'a 272 Reservoir with a new 1 million gallon reservoir;
- Scheduled construction work for the replacement of more than 10 miles of pipelines in the Āliamanu, Diamond Head, Foster Village, Kaimukī, Kalihi, Lanikai, Makakilo, Maunawili, Mililani, Pearl City, Salt Lake, Sand Island, Wahiawā and Wai'anae areas;
- Initiated design work for future construction of nearly 11 miles of water main replacements in the 'Aiea Heights, Ala Moana, Diamond Head, 'Ewa Beach, Iwilei, Kaimukī, Kalihi, Kapahulu, Mariner's Ridge, Waikīkī, and Wilhelmina Rise areas;

- Awarded design and construction contracts for renovations and improvements of the following BWS facilities: ‘Aiea Wells, Āliamanu 180 Reservoir, Āliamanu 385 Reservoir, Beretania Complex, Fort Ruger Tunnel, Hālawā 245 Reservoir, Hālawā 418 Reservoir, Hālawā Xeriscape Garden, Hawai‘i Loa Booster No.1, Hawai‘i Loa Booster No. 2, Hawai‘i Loa Booster No. 3, Hō‘ae‘ae Wells, Honouliuli 228 Reservoir No.1, Honouliuli Wells II, Ka‘ahumanu Wells, Kahana Wells, Kaimukī Pump Station, Kalauao Wells, Kalihi 405 Reservoir, Kalihi Corporation Yard, Kalihi Pump Station, Kalihi Shaft, Keanu Tunnel, Kunia Wells III, Kunia Wells IV, Luālualei 242 Reservoir, Luluku Well, Mānoa Wells II, Makiki 180 Reservoir, Mānana Corporation Yard, Mariners Ridge 170 Reservoir, Mariners Ridge Booster No. 2, Melemanu 808 Reservoir, Nānākuli 242, Newtown Wells, Nu‘uanu 640 Reservoir, Pacific Heights 578 Reservoir and Booster, Pacific Heights 915 Reservoir, Pūpūkea 170 Reservoir, St. Louis Heights Reservoir and Booster, Wai‘alae Iki 640 Reservoir, Wai‘alae Iki 1080 Reservoir, Wai‘alae Iki Booster Station, Waiau Wells, Waimalu Wells I, Waimānalo Wells III, Waipahu Wells IV, Waipi‘o Heights Wells III, Wilder Wells, Wilhelmina Rise 405 Reservoir, Wilhelmina Rise 1100 Reservoir, Woodlawn 705 Reservoir, and Wa‘ahila 405 Reservoir;
- Responded to 343 main breaks, or about 16 breaks per 100 miles of pipeline, and conducted leak detection surveys for 166 miles of pipeline, which resulted in the Leak Detection Team finding and repairing 10 leaks before major property damages or system interruptions occurred;
- Expanded self-service capabilities and payment options with the implementation of a Pay-By-Phone service, which provides customers with billing information and supports the processing of credit and debit card payments from single-family residential rate payers 24/7, without needing to speak with a customer service representative;
- Transferred the BWS corporate time keeping system (KRONOS) from an on premise to a cloud-based environment to improve system resiliency and support ongoing and future operation;
- Re-engineered the BWS community outreach programs into a virtual format to successfully meet the restrictions of the coronavirus pandemic, thus ensuring the continued and uninterrupted provision of educational opportunities for teachers, keiki, and other community groups.

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DEPARTMENT OF BUDGET AND FISCAL SERVICES

Andrew T. Kawano, Director

Kelli J. Nishimura, Acting Deputy Director (January 2021 – May 2021)

Carrie Castle, Deputy Director (June 2021 – present)

POWERS, DUTIES AND FUNCTIONS

The responsibilities of the Department of Budget and Fiscal Services (BFS) include: revenue collection from taxes and fees; centralized citywide purchasing; managing the city's cash, investments and debt in a prudent manner; disbursement control to support city agencies in delivering successful projects and programs; long-range financial planning and budgeting; maintaining the city's financial records in accordance with standards; and overseeing equipment inventories to ensure assets are properly accounted for and safeguarded.

Additionally, BFS provides administrative support in the form of oversight for the Liquor Commission and the O'ahu Workforce Development Board; two pension funds for current and former employees of the Board of Water Supply (BWS) and the City and County of Honolulu; and five boards and commissions.

The mission of BFS is to deliver adequate resources to city agencies to ensure the execution of core services and successful programs and projects in a fiscally prudent and responsible manner, and to protect and enhance the city's net assets and excellent bond rating.

Accounting and Fiscal Services Division

The Accounting and Fiscal Services Division provides financial services to departments and agencies, reviews the manner in which public funds are received and expended, ensures that funds expended from operating and capital budgets are approved in accordance with budget ordinances, and prepares centralized payroll, liquidates claims, and prepares financial statements and reports on city operations in accordance with accounting principles that are generally accepted in the United States of America.

Budgetary Administration Division

As required by the Revised Charter of the City and County of Honolulu and under the direction of the Mayor, the BFS Director prepares the operating and capital program and budget together with the necessary budget ordinances, amendments or supplements. The Budgetary Administration Division administers the city's operating budget, which includes the preparation and submittal of the annual executive program and budget to the City Council, as well as analysis and administration of the budgetary management programs of the 24 executive agencies of the City and County of Honolulu.

Fiscal Capital Improvement Program (CIP) Administration Division

The Fiscal CIP Administration Division administers the management and analysis relating to the city's six-year CIP program, citywide revenue, central accounts, long-range financial planning programs, U.S. Department of Housing and Urban Development's Community Development Block Grant, HOME Investment Partnerships, Emergency Solutions Grant, and Housing Opportunities for Persons with AIDS programs.

Internal Control Division

The Internal Control Division builds public trust in city government by promoting cost-effective internal controls to safeguard city assets and ensure the accuracy and reliability of financial reporting. The division performs professional and objective examinations and evaluations of the city's financial activities. Internal audit staff members audit, review and monitor the controls and processes for safeguarding city assets and recording financial transactions, and recommend practical changes and cost-effective improvements.

Purchasing Division

The Purchasing Division is responsible for centrally procuring materials, supplies, equipment, services, construction, consultant and professional services, and management of city-owned property.

The Procurement and Specifications Branch is divided into five sections that support assigned departments by establishing standards and specifications, developing solicitation documents, and providing technical assistance to assure quality purchases of goods and services at reasonable prices.

The Property Management and Disposal Branch maintains inventory of all city personal and real property, and effects the exchange, disposal, sale and transfer of surplus equipment. Additionally, the branch assists the Department of Parks and Recreation with the management of city-owned parks properties, advises other agencies on city-owned real property, including disposals, rentals, leases, easements, and concessions, manages the city housing relocation functions, supports the sponsorship of city assets program, and provides administrative support to the Clean Water and Natural Lands Commission.

Real Property Assessment Division

Chapter 8, Revised Ordinances of Honolulu, relating to the assessment of real property for tax purposes, provides for the Real Property Assessment Division to administer the provisions thereof. It ensures real property assessment values are fair and equitable, based on market value, and in accordance with applicable standards and laws. The division's mission is to annually provide the City Council with a certified assessment roll. The City Council uses this roll to set the tax rates for 10 real property classifications to generate the very important property tax revenues for the city.

Risk Management

Risk Management is responsible for the overall risk assessment, management and financing plan and support services for the city's departments, agencies, staff and business partners, excluding BWS, Honolulu Authority for Rapid Transportation and O'ahu Transit Services.

Treasury Division

The Treasury Division is responsible for the city's cash management, debt administration and certain accounts receivable. It manages the city's treasury function, and deposits and invests funds as authorized by law. Additionally, the division administers the receivables for real property taxes, refuse-disposal and collection fees, special assessments, automotive fuel and maintenance fees, engineering inspector overtime and permit fees, wastewater engineering inspection charges, sewer lateral charges, recovery of road and sidewalk repair, recovery of costs for damaged traffic property, concession agreements and lease rents.

Liquor Commission

The Liquor Commission is administratively attached to BFS and has the sole jurisdiction, power, authority and discretion to grant, refuse, suspend, and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. The commission also hears and adjudicates violations of Liquor Laws and Rules committed by liquor licensees.

O'ahu Workforce Development Board

The O'ahu Workforce Development Board (OWDB) is federally mandated and federally funded under the Workforce Innovation and Opportunity Act (WIOA) of 2014 to oversee county-level implementation of WIOA at the American Job Center Hawai'i (AJCH), formerly known as O'ahu Work Links. OWDB also assists in the continued expansion of AJCH partnerships to ensure that jobseekers with barriers to employment have increased access to training, opportunities for work experience, and job placement assistance.

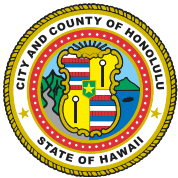
OWDB is administratively attached to BFS, but receives guidance and monitoring from the Hawai'i Department of Labor and Industrial Relations, Workforce Development Council.

ACCOMPLISHMENTS

- Assessed 307,353 tax parcels for Assessment Year 2021, including 140,512 condominium units and 367,675 buildings, and allowed 170,564 exemptions as of Oct. 1, 2020;
- Collected real property taxes of more than \$1.45 billion with a very low delinquency rate, compared to \$1.42 billion in the prior year; due to the coronavirus pandemic, allowed taxpayers to pay real property taxes over four monthly payments for first and second installment with very positive results;
- Received the Distinguished Budget Presentation Award for the Fiscal Year 2021 Budget from the Government Finance Officers Association of the United States and Canada (GFOA), which recognizes the city's preparation of the highest quality budget documents that excel as a policy document, financial plan, operations guide, and communication tool;

- Coordinated and facilitated the implementation of the FY 2021 budget that provided for the operations, repair and maintenance, and capital improvements of citywide facilities that included mandated current expense reductions, a hiring freeze and deactivated position cuts to operate in unprecedented times during the COVID-19 pandemic;
- Received, reviewed, evaluated, analyzed and finalized the city's FY 2022 executive operating program and \$2.93 billion budget, a strategic budget that focuses on economic recovery by allocating resources to affordable housing and homelessness, public health and safety, maintenance of stormwater streams and facilities, culture and recreation, and public infrastructure improvements; proposed a balanced budget despite anticipated reductions in revenues due to COVID-19 and the administration's focus and commitment to avoiding workforce furloughs;
- Proposed the FY 2022 CIP budget of \$1.025 billion that focuses on core services, including renewable energy and sustainability, expanded fiber optic connectivity, affordable housing, and upgrades to city infrastructure such as sewers, roadways, parks, and stormwater;
- Completed and issued the city's Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2020, with an unqualified opinion from the auditors that has been submitted for consideration for the Certificate of Achievement for Excellence in Financial Reporting Program of GFOA;
- Issued \$279,325,000 in general obligation bonds in August 2020, \$67,010,000 obligation bonds in September 2020, and \$273,670,000 in wastewater system revenue bonds in December 2020 while maintaining the city's general obligation bond rating of AA+/Aa1 and wastewater bond ratings of AA/Aa2, confirming the city's strong credit worthiness, prudent fiscal management and comprehensive investor outreach effort;
- Deliberately and effectively procured departmental contracts in high priority areas, including public safety, sewer system infrastructure improvements, housing and community services, other repair and maintenance activities, and Coronavirus Aid, Relief and Economic Security Act and Emergency Rental Assistance related procurements;
- Enhanced Liquor Commission online services by conducting all weekly commission hearings using a virtual platform, providing customers the capability to submit license renewals and payments via an upgraded information system, and offering a new online server training program for managers of licensed establishments.

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DEPARTMENT OF COMMUNITY SERVICES

Sarah Allen, Director
Joy Barua, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Community Services develops and administers projects, programs and plans of action for human resources, human services and housing programs; develops and administers projects, programs and plans of action designed to achieve sound community development that conform to and implement the general plan and development plans; administers grants awarded from the Grants in Aid Fund and Affordable Housing Fund; and implements federal and state-aided human resources, human services, housing, urban renewal and community development programs.

The department consists of five divisions: Community Assistance, Community Based Development, Elderly Affairs, WorkHawai'i, and the Office of Grants Management. Administrative support is provided through the department's Administrative Services Section. In addition, the following committees are attached administratively to the department: Mayor's Honolulu Committee on Aging, Honolulu County Committee on the Status of Women, and the Grants in Aid Advisory Commission.

Community Assistance Division

The Community Assistance Division provides: rental assistance to eligible low-income families participating under the federally funded Section 8 programs, which consist of Housing Choice Voucher Program, Family Self-Sufficiency Program and Homeownership Option Program; decent, safe and sanitary housing for low- and moderate-income households through the Rehabilitation Loan Program that provides interest-free loans to homeowners to repair their homes to meet housing standards; and the Down Payment Loan Program that provides interest-free loans to low- and moderate-income families to help them achieve homeownership.

Community Based Development Division

The Community Based Development Division works in partnership with nonprofit agencies, private for-profit enterprises and other government agencies to fund affordable and special needs housing, shelter, and supportive services for people in need. Federal and city funds are awarded for acquisition and rehabilitation of existing affordable housing, construction of new affordable housing developments, and leasing of city-owned special needs housing projects. The activities are funded from the Affordable Housing Fund, Community Development Block Grant, HOME Investment Partnerships, Housing Opportunities for Persons with AIDS, and Housing Trust Fund programs. Federal support from the Emergency Solutions Grants program provides financial support to shelter operations and social services to rapidly rehouse persons and families experiencing homelessness, and to prevent homelessness. The division administers city general funds to support homeless initiatives, including rental assistance and case management for chronically homeless persons, housing navigation from shelter to permanent housing, hygiene services and outreach to persons experiencing homelessness.

Elderly Affairs Division

The Elderly Affairs Division is the designated Area Agency on Aging in Honolulu and serves as the Aging and Disability Resource Center. Its objective is to develop a comprehensive and coordinated system of services to assist older persons in leading independent, meaningful and dignified lives in their own homes and communities for as long as possible. The division serves as the leader on aging-related issues on behalf of older persons and is responsible for the following countywide functions: advocacy, planning, coordination, interagency linkages, information sharing, brokering, monitoring and evaluation.

WorkHawai'i Division

The WorkHawai'i Division's mission is to develop a quality workforce for Honolulu's businesses, and empower adults and youth to develop the necessary work skills that align with the current and future needs of employers. The division is the lead agency of the American Job Center Hawai'i and provides a broad range of workforce development and related services that address the needs of job seekers and workers, especially individuals with multiple barriers to employment. Businesses are active partners in addressing the challenges

of talent and skill shortages to ensure that workforce development efforts meet the employer-identified needs. WorkHawai'i also provides services to keep young people from further involvement in the justice system, assists communities with addressing substance abuse among young people, and arranges housing and other related assistance for individuals and families experiencing homelessness.

Office of Grants Management

The Office of Grants Management administers the city's Grants in Aid program for the purpose of developing, implementing and supporting nonprofit projects, services and programs that address community needs consistent with the city's established priorities to address at-risk populations, including: services to economically and/or socially disadvantaged populations; services for public benefit in the areas of the arts, culture, economic development and environment; social services for the poor, aged and youth; health services, including for those with physical or developmental disabilities; educational, manpower or training services; and services to meet a definitive cultural, social or economic need within the city.

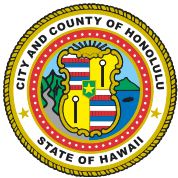
ACCOMPLISHMENTS

- Served 3,915 families through the Housing Choice Voucher Program; registered 1,436 landlords and converted 1,322 landlords or their agents to electronic funds transfer to reduce costs and streamline payments; served 208 veterans with Veteran Affairs Supportive Housing vouchers; served 58 aged-out foster youth with Family Unification Program vouchers, and 31 of the 58 youth have enrolled in the Family Self-Sufficiency Program; enrolled 142 families in the Family Self-Sufficiency Program and graduated eight families who received \$126,655 in escrow savings; and kept offices open during the coronavirus pandemic shutdowns, implementing protective measures for staff and public to ensure continued housing assistance for vulnerable families;
- Processed eight loans providing \$320,000 to new homebuyers through the Down Payment Loan Program;
- Increased the Special Needs Housing portfolio with a new property in Mākaha adding eight five-bedroom, three-bath single family dwellings to serve persons experiencing homelessness, and five additional single room occupancy units in Kalihi Valley for adults with mental disabilities; the portfolio offers 65 properties for extremely low-income households, the elderly, and group homes for domestic violence victims, runaway or troubled youth, teen moms and their children, and persons with mental or developmental disabilities;
- Supported projects with the Affordable Housing Fund and U.S. Department of Housing and Urban Development funds that created 90 additional affordable rental housing units in Chinatown and Mā'ili for households earning 60 percent of the area median income or experiencing homelessness;
- Funded 375 Housing First permanent supportive housing units with case management for chronically homeless households through the Homeless Initiative Unit and partnerships with service providers; provided outreach and navigation to healthcare and case management for 48 individuals experiencing severe mental illness and homelessness; sheltered more than 100 individuals daily at the Hale Mauiola Navigation Center; assisted 120 homeless individuals with housing assistance; and at the Pūnāwai Rest Stop, delivered 83,245 hygienic, laundry and case management services, and completed the upper floors renovation to include a medical clinic with 20 respite beds and 20 permanent supportive housing units;
- Logged 18,083 contacts through the Senior Helpline that resulted in senior citizens receiving services to allow them to age within their homes and communities; the contacts included 8,297 incoming calls, 8,695 outgoing calls, 1,894 client assessments, 211 fax referrals, 826 emails, and 2,650 COVID-19 related calls; and the Kūpuna Caregiver Program logged 988 calls for financial support to assist working caregivers to remain in the workforce, and conducted 84 assessments, resulting in 56 people being authorized to receive adult day care services;
- Coordinated the formation of two community coalitions composed of broad cross-sector partner organizations to rapidly address critical challenges related to food security and vaccine access for older adults; the Kūpuna Food Security Coalition brought together nonprofit, government, private, and community stakeholders across O'ahu to collectively address the food needs of older adults, delivering more than 1.2 million meals to older adults tied to wraparound support services including wellness checks, counseling services, and friendly phone calls; the Kūpuna Vaccination Outreach Group was formed to ensure all kūpuna, regardless of geography, language proficiency, physical and mental abilities, or socioeconomic status, have access to COVID-19 vaccinations; as a co-convener and participating member of the coalition, the Elderly Affairs Division (EAD) was responsible for the establishment of the Kūpuna Vaccination Call Center through

a contract with St. Francis Healthcare Systems and the Aloha United Way 211 helpline, which at its peak helped to register more than 100 older adults per day for vaccination appointments; EAD also coordinated vaccinations at 29 low-income senior housing properties on O'ahu, and helped link an additional 10 properties to other community vaccination events including transportation services for residents;

- Administered 153 nonprofit grants that funded the unmet needs of the community; contracted 84 new grants totaling more than \$9 million funded by the Grants in Aid fund; provided administrative support to the Commission on the Status of Women and issued a Request for Proposal to develop a child care center in Royal Kunia with an option for adult day care; and assisted with the implementation of the Coronavirus Aid, Relief and Economic Security Act programs, including the Hardship Relief for Individuals Program and food insecurity programs;
- Provided 2,821 individuals with case management and counseling through the WorkHawai'i Division that prepared them for employment, college, advanced occupational training, or attainment of a diploma or a diploma equivalent; assisted 349 employers with finding new employees to join their workforce; provided housing subsidies, intensive case management and financial literacy training to 89 families experiencing homelessness; housed 17 kūpuna living on fixed incomes and requiring follow-up medical care/services, helping them to avoid experiencing homelessness; provided housing subsidies and intensive case management for 23 kūpuna who were previously residing in conditions of chronic homelessness; and worked with 35 coalitions and agencies to develop strategies and implement activities to prevent alcohol and drug use by young people.

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DEPARTMENT OF THE CORPORATION COUNSEL

Paul S. Aoki, Acting Corporation Counsel (January – April 2021)

Dana M.O. Viola, Corporation Counsel (April 2021 – present)

Duane W.H. Pang, Acting First Deputy Corporation Counsel (January – April 2021)

Krishna F. Jayaram, First Deputy Corporation Counsel (April 2021 – present)

POWERS, DUTIES AND FUNCTIONS

The Department of the Corporation Counsel (COR) serves as the chief legal adviser and legal representative of all city agencies, the City Council, and all officers and employees of the city in matters relating to their official powers and duties. The department represents the city in all legal proceedings and performs all other legal services required by the Revised Charter of the City and County of Honolulu and other laws. Under the charter, the Ethics Commission is attached to COR for administrative purposes only.

Counseling and Drafting Division

The Counseling and Drafting Division (C&D) comprises five sections: Finance, Infrastructure and Community Services, Real Estate and Land Use, Personnel and Public Safety, and Honolulu Authority for Rapid Transportation.

C&D provides legal advice to the Mayor, city departments, agencies, and semi-autonomous entities, the City Council and its committees, and city boards and commissions. In this capacity, C&D renders oral and written opinions; drafts and reviews bills and resolutions for submission to, or being considered by, the City Council or state legislature; advances and presents testimony on the city's position on legal issues presented in state legislation; drafts, reviews and approves, as to form and legality, legal documents to which the city is a signatory; attends meetings of the City Council, council committees, and city boards and commissions; and provides legal representation on behalf of the city in state and city administrative proceedings and selected court proceedings, such as real property tax appeals, eminent domain proceedings, quiet title proceedings, partitions of land court property, administrative appeals, foreclosures, bankruptcy actions, interpleader actions for the return of seized property, certain specialized litigation and other matters as may be assigned.

Litigation Division

The Litigation Division (LIT) provides certain legal representation of the city and its officers and employees acting within the course and scope of their official duties in state and federal courts in the state of Hawai'i, including trial and appellate courts. LIT processes and, if necessary, litigates certain claims by or against the city and such officers and employees, including tort, contract, civil rights, employment and collection claims. LIT also prosecutes liquor law violations before the Liquor Commission.

Honolulu Ethics Commission

The mission of the Ethics Commission is to ensure that all employees, elected officials and appointed officers demonstrate the highest standards of ethical conduct so that the public may have trust and confidence in the integrity of government. The commission's main focus is to deter conflicts of interest and the misuse of government resources or positions by city personnel. The commission implements its objectives through a balance of training programs, advisory opinions, enforcement actions and legislation.

The seven Ethics Commission members are appointed by the Mayor and confirmed by the City Council. Commissioners serve staggered five-year terms.

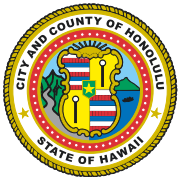
ACCOMPLISHMENTS

- Ensured the city properly used federal coronavirus pandemic relief funds in a timely manner by reviewing and evaluating requests by city departments and agencies to purchase goods and services in response to the pandemic, and assisted the Department of Budget and Fiscal Services in drafting agreements for programs funded with COVID-19 aid, such as the "Fish to Dish" program to assist Hawai'i's fishing industry, the Culture and Arts Relief and Recovery Fund to provide grants to businesses and nonprofit organizations in the culture and arts industry affected by COVID-19, and the COVID-19 mobile testing laboratory at the Daniel K. Inouye International Airport in partnership with the National Kidney Foundation of Hawai'i Consortium;

- Collaborated with the Hawai'i Department of Health and The Queen's Medical Center in establishing multiple vaccination centers throughout the county; guided the city's Department of Human Resources in rapidly developing rules and regulations related to the federal Families First Coronavirus Response Act, the Americans with Disabilities Act, and the Family and Medical Leave Act issues in light of COVID-19 to aggressively mitigate the spread of the virus in the city workplace and make a safe work environment, which resulted in the very low infection rate and spread among city employees who continued to provide essential city services and serve the public at city facilities throughout the pandemic;
- Provided up-to-date and proactive legal guidance and advice, and drafted more than 20 of the city's legal orders and proclamations relating to COVID-19 that withstood all legal challenges and took O'ahu through its tiers to the present;
- Assisted the Department of Environmental Services (ENV) with implementing Ordinance 19-30, which amends the restriction on plastic checkout bags and restricts the use and sale of disposable plastic service ware, disposable plastic food ware, and polystyrene foam food ware; advised ENV in administrative rulemaking, responding to questions about the ordinance, and assisting businesses with transitioning to the new law while providing essential relief from the negative economic impacts of the COVID-19 emergency.
- Advised and assisted ENV with closure of the collection system portion of the Global Consent Decree, the culmination of 10 years of work and approximately \$1.5 billion in capital costs incurred for improvements to the city's wastewater collection system, such as improved flow diversion capabilities at specific force mains, repairing or replacing 178 miles of gravity sewers, inspecting and assessing 1,157 miles of gravity mains, and construction of the Kailua-Kāne'ohe sewer tunnel; and assisted ENV in obtaining an extension to complete a final remaining project without a substantial modification to the terms of the Consent Decree;
- Represented the Honolulu Police Department (HPD) in several legal challenges to HPD's decision to increase accountability and transparency by releasing public records that identify police officers who have been disciplined for misconduct;
- Obtained court ordered early possession of certain real property to allow an emergency public works project to address increasing and substantial earth movement in Pālolo Valley that is damaging city streets and infrastructure;
- Guided two Honolulu Ethics Commission-led charter amendment resolutions promoting budget independence and staffing flexibility through the City Council, which resulted in both resolutions being approved by voters in the November 2020 election;
- Continued implementing the Honolulu Ethics Commission's strategic plan by creating and filling six new positions to fulfill the city's ethics and lobbyist program responsibilities.

HONOLULU ETHICS COMMISSION	FY 2018	FY 2019	FY 2020	FY 2021
Contacts Reviewed (requests for advice, concerns, misc. inquiries)	613	481	536	860
Contacts Answered (requests for advice, concerns, misc. inquiries)	601	458	527	836
Ethics Concerns Reviewed	58	108	90	128
Employees Trained	9,686	843	6,654	4,972
Board, Commission Members Trained	176	0	0	151
Disclosures Reviewed (financial, conflict of interest, outside interest, candidate, nomination, other)	841	878	811	1,044
Ethics Commission Meetings	11	8	8	7
Informal*/Formal Advisory Opinions Issued	1	109/5	195/1	320/3
Lobbyist Registrations, Annual Reports Reviewed	323	378	419	401

* Staff response to requests for legal advice



DEPARTMENT OF CUSTOMER SERVICES

Nola N. Miyasaki, Director

Kimberly M. Hashiro, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Customer Services (CSD) consists of three divisions: Motor Vehicle, Licensing and Permits (MVLN); Satellite City Hall (SCH); and Public Communications. In addition to administering all of O'ahu's motor vehicle registration and titling, driver licensing and state ID programs, the department also processes payments and sales for numerous city services, issues business licenses, provides printing services, manages and archives city records, helps coordinate various city events and communicates public information.

The department also administers the city's vehicle towing contracts, and manages the Private Transportation Company program, as well as the animal care and control contracts, including animal pound services, and the affordable spay and neuter certificate program.

Motor Vehicle, Licensing and Permits Division

The MVLN Division provides all essential services relating to motor vehicles, trailers, bicycles and mopeds, in addition to the issuance of driver and business licenses and civil identification cards (state ID). MVLN administers and enforces, as applicable, specific programs that impact the public including the abandoned and derelict vehicle programs; the motor vehicle inspection program; the reconstructed vehicle program; the Private Transportation Company program; the general newsstand and Waikiki Special District publication dispensing rack programs; disabled parking placard and identification card programs; and the Motor Vehicle Safety Responsibility Act. MVLN is also responsible for the oversight and implementation of animal control regulations in the city.

Satellite City Hall Division

Nine SCH offices provide convenient access across the island for certain city services. In addition to processing motor vehicle registration and titling transactions, moped registrations, issuing driver's licenses and state IDs, the division offers an array of other services to the public, such as collecting water bill and real property tax payments, selling monthly bus HOLO cards, and issuing permits for disabled parking, picnics, and loading zones. The offices also provide information about various city and county programs.

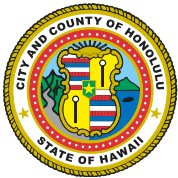
Public Communications Division

The Public Communications Division oversees departmental operations related to the communication and coordination of information about city programs, services, policies and accomplishments to residents, employees and all other stakeholders, including the media and city vendors. The division provides onsite and in-house print, layout, and graphic design services; maintains the city's extensive collection of traditional and electronic publications; and manages the long-term storage of city records.

ACCOMPLISHMENTS

- Achieved 80 percent REAL ID-compliance of driver's licenses issued on O'ahu through extensive marketing efforts that raised awareness about the federal government's May 3, 2023, enforcement deadline, when every air traveler over age 18 will need a REAL ID-compliant driver's license, or another acceptable form of ID, to fly within the United States;
- Processed 628,561 motor vehicle registrations, 132,919 title transfers, and 5,227 personalized license plates for City and County of Honolulu residents;
- Launched the city's first-of-its-kind Dealer On-Demand Online Registration System for automobile dealerships, allowing them to register new vehicles on the spot from showrooms;
- Issued 111,792 driver's licenses and state identification cards while responding to the coronavirus pandemic by ensuring the safety and well-being of customers and employees;

- Relocated Ala Moana Satellite City Hall to a more visible street-level location at the Ala Moana Center, and temporarily moved the city's largest road test site from the Kapālama Driver Licensing Center in Kalihi to the Sheridan Community Park in Makiki to more efficiently serve customers;
- Removed 4,175 unwanted vehicles left curbside on public roadways and accepted 880 others that were surrendered by their owners to the city through a "no charge" junk vehicle program aimed at reducing the blight of abandoned cars in communities across O'ahu;
- Conducted 24,276 behind-the-wheel road tests in spite of a city mandated four-month closure due to COVID-19;
- Expanded the number and quadrupled usage of DMV Now self-service kiosks that allow motorists to instantly renew vehicle registrations at convenient locations around the island outside of normal business hours;
- Supported city priorities and initiatives with more than 900 strategic communications and public relations projects, creating social media content across multiple platforms; maintaining a website presence that generated more than 4.7 million views; crafting news releases about city services; producing short videos that explained city services; preparing brochures, flyers and signage to better assist the general public; taking photographs for both the executive and legislative branches; facilitating media access to city officials; and preparing for the Mayor's Office messages marking special occasions, celebrating achievements, as well as giving honor and highlighting issues and causes valued by the City and County of Honolulu;
- Managed more than 24,300 public inquiries through emails, phone calls, the Honolulu 311 smartphone app, and walk-in visits to the Public Information Center, resolving directly about 15,706 of those queries and referring at least 8,663 others to the appropriate city departments or agencies for timely responses.



DEPARTMENT OF DESIGN AND CONSTRUCTION

Alex Kozlov, P.E., Director

Haku Milles, P.E., Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Design and Construction (DDC) is the central agency responsible for the design and construction management of the city's Capital Improvement Program (CIP). DDC administers the development and implementation of capital improvements for city agencies working in conjunction with city operating departments. DDC projects include development of infrastructure and facilities for roads and drainage, bridges, parks, fire, police, emergency services, customer services, finance, and planning and permitting. Additionally, DDC performs land survey and land acquisition in support of city agencies.

DDC is efficiently organized to deliver services required to support city departments and agencies. Each division is structured to include the design and construction management services necessary to implement solutions to client needs.

Each division works with city agencies to identify and program long-term needs and create the annual CIP budget. As projects are budgeted, the design and construction divisions prepare the construction documentation needed to fulfill the client program requirements to bid and contract the facilities for construction.

Civil Division

The Civil Division designs and constructs CIP-funded projects related to infrastructure of facilities within public rights of way, including streets and highways, drainage, flood control systems, bridges and other public works structures. Responsibilities include engineering studies, alternative analyses, preparation of environmental documents, land acquisition requests, and permit application processing; preparation of Plans, Specifications and Estimates for construction; and administration of consultant and construction contracts. In addition, the Civil Division oversees the soil/materials testing laboratory.

Facilities Division

The Facilities Division implements CIP projects for other city agencies to upgrade or improve city recreational facilities; refurbish or build major municipal and civic buildings, police stations, fire stations, ambulance units and city corporation yards; build new park facilities, and rehabilitate and upgrade existing ones; maintain city facilities requiring renovations, alterations, relocations and emergency repair; and manage overall space planning, moving and relocation for all city agencies.

Mechanical/Electrical Division

The Mechanical/Electrical Division (MED) designs and manages construction of roadway lighting projects; electrical and mechanical upgrades to existing facilities, including lighting retrofits and air conditioning upgrades; and assists with the development of long-range planning of energy conservation projects by other city agencies and their respective facilities. In addition, MED manages, coordinates, and designs the mechanical and electrical improvement projects in the areas of plumbing, fire sprinklers, air conditioning, underground fuel storage tanks, energy conservation, photovoltaic systems, indoor electrical, lighting, fire alarm and public address systems.

Land Division

The Land Division provides land and engineering survey, title search, real property appraisal, negotiation, and document preparation services in connection with the acquisition of lands and easements required for city projects and activities. Acquisitions include various roadways, utility and access rights of way; sites for wastewater collection and treatment facilities; sites for solid waste collection, disposal and transfer activities; and sites required for public uses such as parks and playgrounds, golf courses, police and fire stations, and corporation and bus yards.

ACCOMPLISHMENTS

- Proceeded with the \$3.8 million construction of electric bus charging stations at the Kalihi-Pālana Bus Facility that will add capacity for charging up to nine buses at once and 15 buses in sequence, with an expected completion date in August 2021;
- Started the first phase of citywide energy services performance improvements for 10 core city facilities: Frank F. Fasi Municipal Building, Honolulu Police Department Alapa'i Headquarters Building, Honolulu Fire Department Headquarters, Civic Center Municipal Parking Structure, Kapolei Police Station, Ke Kula Māka'i – The Honolulu Police Training Academy, Walter Murray Gibson Building, Melchers Building, Wahiawā Police Station and Satellite City Hall, and Kapālana Hale; the total project cost is \$24 million with a 20-year return on investment, and an estimated \$2.1 million in annual utility savings;
- Completed replacement of legacy, high-intensity discharge floodlights at the four softball fields in the Patsy T. Mink Central O'ahu Regional Park with new LED floodlight fixtures, aligning with the city's Climate Action Plan, and with a project cost of \$970,000, an estimated return on investment in less than three years, and projected annual reduction in utility and maintenance costs of \$354,200;
- Completed the second phase of the Waikīkī Sidewalk Improvement project along a portion of Kalākaua Avenue, from McCully Street to Kapahulu Avenue, which included addressing existing deteriorated sidewalks and Americans with Disabilities Act requirements, and cost \$3 million;
- Completed construction of a new off-leash dog park at the Patsy T. Mink Central O'ahu Regional Park, satisfying a long standing need expressed by the community, at a cost of \$635,000;
- Completed final phase construction of the skate park at Kapolei Regional Park, adding street skating features for novice users, and completing the bowls and free form elements for advanced users, at a cost of \$900,000;



- Completed \$2.2 million construction of the Kuilei Cliffs and Beach Road erosion and rockfall mitigative improvements, replacing temporary rock barriers to hold back erosion debris with a permanent rock and slope stabilization, and installing concrete walkway and railings to increase the safety of the beach access to park users, before and after images;



- Completed \$2 million in emergency repairs to the Wailupe Stream, between the Hind Drive Bridge and the upstream Boulder Basin, which included clearing boulders from the center of the stream and stacking them along the banks to stabilize the erosion, before and after images;

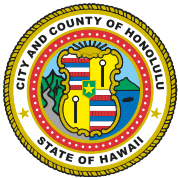


- Completed \$2 million construction of the Mauna Lahilahi Beach Park rock revetment, replacing a temporary sandbag barrier and permanently stabilizing a critical section of beach that was severely impacted by previous hurricanes and subsequent coastal erosion, which endangered the Mākaha Surfside Condos and made sections of the beach inaccessible to park users, before and after images;



- Completed \$1.2 million in stage structural grid improvements at the Tom Moffatt Waikīkī Shell, retrofitting the original shell with a pipe grid to increase the maximum load of lighting, sound, and other equipment, to provide increased technical flexibility for future stage design and expand the types of shows that can be offered at the venue.

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DEPARTMENT OF EMERGENCY MANAGEMENT

Hirokazu Toiya, Director
Jennifer Walter, Deputy Director

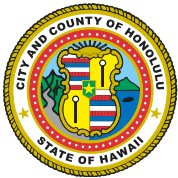
POWERS, DUTIES AND FUNCTIONS

The Department of Emergency Management (DEM) is established by Section 127A-5, Hawai'i Revised Statutes, and Section 6-103, Revised Charter of the City and County of Honolulu. The department is responsible for the following key areas: developing and maintaining the city's comprehensive emergency management plan to protect and promote the public health, safety and welfare of the people of the city; implementing public awareness, preparedness and educational programs to enhance community-level resiliency; and sustaining the city's Emergency Operations Center capability by facilitating situational awareness, planning, and strategic management utilizing a risk-based all-hazard approach for both natural and human-caused hazards.

ACCOMPLISHMENTS

- Activated DEM's Emergency Management Reserve Corps (EMRC) in support of the coronavirus pandemic response effort to conduct various tasks, including traffic and crowd control for food distributions and COVID-19 testing and vaccination sites at locations across O'ahu, accounting for more than 3,800 volunteer hours between July 1, 2020, and May 13, 2021, and the longest activation in the history of the EMRC Program;
- Coordinated with the Honolulu Police Department, Honolulu Fire Department, Honolulu Emergency Services Department, Hawai'i Department of Health, Hawai'i National Guard, and other organizations to administer more than 51,000 doses of the COVID-19 vaccine at the Leeward Community College vaccination site;
- Adapted emergency management trainings and exercises, due to COVID-19 restrictions and safety protocols, by evaluating curricula, changing training content, and shifting to virtual learning; DEM conducted, facilitated, or led 30 training sessions, with 783 City and County of Honolulu employees and partner agency staff participants; these sessions included Employee and Family Disaster Preparedness, Shelter Operations, Shelter Management, COVID Officer Orientation, Disaster Housing, Residential Damage Assessment, Public Facilities Damage Assessment, and Emergency Management Training for Senior Leadership;
- Created an online, self-led Hurricane Shelter Operations Training program; DEM subject matter experts worked with curriculum development experts from the Curriculum Research & Development Group, in the College of Education at the University of Hawai'i at Mānoa, to develop self-led online training to replace in-person and instructor-led online shelter fundamentals training; the new training program utilizes the new Honolulu U learning management system and features five modules that focus on different aspects of shelter operations and can be taken at any time;
- Facilitated Makani Pāhili 21, an annual hurricane exercise that brought together more than 200 stakeholders representing in excess of 50 agencies, including city departments, nongovernmental and private organizations, state, and federal partners in a virtual environment; the exercise focused on residential damage assessment, hurricane mobilization timeline rehearsal of concept drill, evacuation shelter assignment drill, and post-disaster housing training, and provided valuable information for improving emergency management preparedness and planning for O'ahu;
- Developed the Corrective Action Program (CAP), a process for identifying areas for improvement from exercises and/or real-world emergency events through After Action Reports, a critical component of preparedness, providing a process through which observed deficiencies are translated into concrete improvements and action plans; the CAP supports DEM's commitment to be a learning organization, where employees and partners are provided the opportunity to learn from exercises and real-world events, and allows the department to continually improve operations;
- Coordinated the city's response to catastrophic flooding on March 9, 2021, on O'ahu's North and Windward shores that required evacuation of portions of Hale'iwa; DEM conducted door-to-door damage assessments to homes and businesses, and the city used this information to submit a request for federal government assistance, including a U.S. Small Business Administration Physical Disaster Declaration, which allows affected households and businesses to apply for low-interest federal disaster loans for recovery efforts;

- Executed a Tsunami Awareness Month public information campaign that blended traditional and digital media tactics to encourage O'ahu residents to make tsunami preparedness and safety plans; the campaign reached more than 110,000 people through social media posts, newspaper placements, TV broadcasts, radio ads, expert interviews, and partnership events with the National Oceanic and Atmospheric Administration;
- Completed a Best Available Refuge Area (BARA) project to develop and apply a standardized assessment tool to identify areas and facilities least vulnerable to hurricane damage that can be used to provide shelter to the public during a hurricane; DEM applied the BARA tool to more than 200 public school and park buildings on O'ahu, and used the results of these assessments to determine facilities that could be opened to the public for shelter during hurricane threats;
- Coordinated and supported the implementation of city's First Contact Caller program, an innovative solution to expand the COVID-19 contact tracing capacity of the state of Hawai'i Department of Health;
- Coordinated the implementation of COVID-19 quarantine and isolation support facilities, the city provided facilities for this program while the Department of Health provided the wraparound services.



HONOLULU EMERGENCY SERVICES DEPARTMENT

James H.E. Ireland, M.D., Director

Ian T.T. Santee, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Honolulu Emergency Services Department (HESD) comprises the Emergency Medical Services Division (EMSD), Ocean Safety and Lifeguard Services Division (OSD), and the Health Services Branch. HESD is responsible for the efficient, effective and economical operation of pre-hospital emergency medical care and advanced life support emergency ambulance service on O'ahu. The department also provides a comprehensive ocean safety program that includes lifeguard services with patrol and rescue operations, emergency response to medical cases on the beach and near-shore waters, and injury prevention, public education, and disaster planning activities in coordination with other local, state, federal and private organizations. The department also provides physical and medical evaluations for personnel as required for their positions, maintenance of licensure, or physical fitness standards.

Emergency Medical Services Division

The state Department of Health contracts with the city to provide emergency medical services on O'ahu. Nineteen of the 21 EMS paramedic units are Advanced Life Support ambulances with two crew members, including at least one paramedic. Two units are Basic Life Support, operated by emergency medical technicians (EMTs). City paramedics are trained and licensed to provide emergency medical care in the state of Hawai'i under the medical supervision of physicians and according to standing medical orders. The EMS Division has five support elements: Communications, Specialty Services, Equipment, Supplies and Vehicle Maintenance.

HESD provides training for outside emergency providers, including continuing medical education; clinical training partnership with Kapi'olani Community College; clinical training for the Honolulu Fire Department (HFD) and Honolulu Police Department (HPD); Mobile Emergency Care Specialist (MECS) Training Program; and driver's training for MECS and EMTs. The division works cooperatively to provide optimal responses to medical emergencies through a first responder co-response agreement with HFD and OSD. Military response agencies also work with cooperatively with EMS.

Ocean Safety and Lifeguard Services Division

OSD operates a comprehensive lifesaving operation along the 198 miles of O'ahu's coastline. Ocean lifesaving services performed by city personnel include ocean rescues, emergency medical treatment, mobile patrol and response, and educational/prevention strategies directed toward 24 million beachgoers on O'ahu every year.

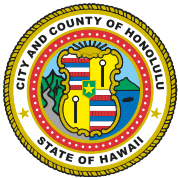
Health Services Branch

The city's Health Services Branch conducts pre-employment and periodic physical examinations, performs screenings that are mandated by the Occupational Safety and Health Administration, including the active hearing conservation program and active respiratory protection program, and oversees programs designed to reduce health risks and prevent injury.

ACCOMPLISHMENTS

- Upgraded all EMS personal protective equipment; installed advanced decontamination equipment on all ambulances, including ultraviolet lights and Protexus electrostatic sprayers; updated clinical guidelines related to the coronavirus pandemic and implemented new procedures, such as video laryngoscopy, that improved safety for both the patient and paramedic; added LUCAS mechanical cardiopulmonary resuscitation devices on all ambulances; and deployed ballistic personal protective equipment on every field unit for active threat events;
- Launched two Basic Life Support transport units, which are augmented by Advanced Life Support Rapid Response Units, reducing by an average of 19 calls per day the number of calls requiring Advanced Life Support transport ambulances; and EMS obtained accreditation as an official training center from the National Association of Emergency Medical Technicians and the American Heart Association;

- Installed new lifeguard towers at the Nānākuli, Kalanianaʻole, and ʻEhukai beach parks; improved the configuration of three lifeguard towers adjacent to groins along the Kūhiō Beach area during a state of Hawaiʻi sand replenishment project in Waikīkī; and responded quickly when king tides, erosion, and sea level rise knocked down a lifeguard tower near the Waikīkī Aquarium, replacing it within hours with a mobile tower and staged response equipment;
- Promoted nine water safety officers to Lieutenant, a historic opportunity in a division that traditionally does not have middle manager positions, and now the OSD work force of 250 has two Chiefs, nine Captains, 18 Lieutenants, and 210 water safety officers;
- Increased OSD mobile response capabilities at the onset of the COVID-19 pandemic by adding nine Utility Terrain Vehicles (UTVs) and, in partnership with HFD and the Department of Parks and Recreation, training nearly half of staff in a single week in a federally required off-road vehicle course; the UTVs are ideal for patient extrication in difficult and challenging rugged beach situations, and are also ideal for very rapid response in densely populated areas such as Ala Moana Regional Park and Kapiʻolani Beach Park;
- Participated, along with HFD and HPD, in two significant search and rescue training exercises staged by the U.S. Coast Guard; the first successful exercise in Māʻili resulted in superb interaction of drone response to a waterborne emergency; the successful second exercise at Maunalua Bay drew significant media attention due to Mayor Blangiardi's presence, and a local paddling TV show recorded a 30-minute segment on the training, highlighting the tactics, techniques and procedures used by ocean-related first responders;
- Featured on A&E's international show "Live Rescue," as the live television show followed lifeguards on the job around Oʻahu, documenting their preventative actions and lifesaving rescues;
- Performed 2,523 annual physicals, 800 Medical Examiner's Certificates for commercial driver's license holders, 696 pre-employment physicals, 1,829 pulmonary function tests (PFT), 2,068 medical review officer evaluations, and collected 533 non-summer drug screening samples and 914 summer drug screening samples;
- Supported the city's COVID-19 response efforts by conducting contract tracing for city employees and their families; provided 24/7 coverage for COVID-related calls; performed COVID-19 testing and collection of test samples; coordinated COVID-19 response teams; fielded consultations and collaborated with other city agencies to develop policies and procedures; and completed PFT testing for mask fitting due to a shortage of N95 respiratory protective masks.



DEPARTMENT OF ENTERPRISE SERVICES

Jerry Pupillo, Director
Tracy S. Kubota, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center, the Tom Moffatt Waikīkī Shell, the Honolulu Zoo and six municipal golf courses. DES also coordinates the preparation, administration and enforcement of City and County of Honolulu concession contracts. DES is the only city department with an operating budget primarily funded by revenues generated from public events and activities.

DES Administration directs and coordinates programs and operations of its four divisions and manages the concession contracts. DES Administration also provides staff and clerical support services in personnel, budget and organizational management for the entire department.

Concessions Management

Concessions Management is led by the concessions contracts specialist whose function is to plan, develop and implement the concessions contract program. The program involves the proposal, evaluation, development and administration of commercial concessions contracts that provide a variety of services on city property. Concessions Management maintains strict enforcement of all concessions-related activities to ensure compliance with contract terms and conditions.

Building Services Division

The Building Services Division comprises two sections: Trades and Maintenance. The division provides departmentwide support to the Blaisdell Center, Tom Moffatt Waikīkī Shell, Honolulu Zoo, Thomas Square, six municipal golf courses, and designated city concessions. The Trades section consists of air conditioning, electrical, plumbing, painting, sound, stage lighting, and small engine repair technicians. The Maintenance section provides groundskeeping, event setup, custodial services, and maintenance and repairs for the Blaisdell Center and the Tom Moffatt Waikīkī Shell, and is responsible for general maintenance support for other facilities managed by DES.

Customer Services Division

The Customer Services Division manages the business, tenant and guest services of the Blaisdell Center and the Tom Moffatt Waikīkī Shell. It encourages extensive and varied entertainment choices and community events for our guests while maximizing revenues to support operations at these venues.

Customer Services consists of three sections: Sales and Marketing, Productions, and the Box Office. Sales and Marketing is responsible for contracting bookings and preparing work orders for all events. Productions is responsible for overseeing the various events, working with event management teams from around the world, and providing residents and visitors with top-level performances in a comfortable and safe environment. Productions staff also manages the day-to-day operations of the event staff, food and beverage, parking, valet service and novelty merchandise concessions. The Box Office oversees computerized ticketing services, creates the ticketing maps in conjunction with promoters, and manages the sale of all admission tickets to events.

Golf Course Division

The Golf Course Division operates and maintains five 18-hole courses (Ala Wai, Pali, Ted Makalena, West Loch, and 'Ewa Villages) and one nine-hole golf course (Kahuku). Golf tournaments, club play and daily reservations are scheduled via the automated tee time system. Golf courses are constantly evaluated for quality of playing conditions and facilities, along with concessions performance for food operations, pro shops and a driving range.

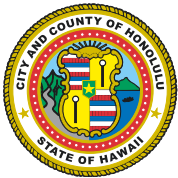
The automated tee time system provides fair and equitable access to all golfers. More than 130,000 registered golfers are enrolled in the database. Registration and photo identification cards are issued biweekly at the Ala Wai, Pali, and Ted Makalena golf courses.

Honolulu Zoo Division

The Honolulu Zoo is a beautifully landscaped 42-acre zoological park and botanical garden located within Kapi'olani Regional Park, just steps away from Waikīkī Beach. The zoo provides opportunities for residents and visitors to enjoy and learn about tropical fauna and flora, with an emphasis on Pacific tropical island ecosystems and traditional values of caring and hospitality.

ACCOMPLISHMENTS

- Pivoted operations during the coronavirus pandemic shutdown at the Blaisdell Center and Tom Moffatt Waikīkī Shell from supporting the production of live events to protecting our community, as a COVID-19 surge testing site, call center, contact tracing hub, emergency services staging and storage area, and one of the state's first and largest mass vaccination clinics that administered more than 145,000 COVID-19 vaccinations;
- Filled the Blaisdell Center with a variety of economic recovery functions, including office space for the Office of Economic Recovery, weekly "Farm to Car" and farmers market agriculture industry events, TV studio and soundstage for six months, and a testing and examination site for government functions;
- Completed capital improvements to the Tom Moffatt Waikīkī Shell floor and truss system, and reopened in May to static events, including the Hawai'i Symphony Orchestra Starlight Series performances;
- Maintained all DES concessions and supported their safe reopening;
- Kept city golf courses open during COVID-19, decreased tee time intervals from 10 minutes to 6 minutes based on the Tier modifications and Aloha Section PGA safety guidelines, and recorded 333,595 rounds of golf played, surpassing the Fiscal Year 2020 total of 312,404 rounds;
- Implemented modified standby/walk-in play at all six municipal courses, and restored tournament play at the Ala Wai and Ted Makalena golf courses;
- Retrofitted the Honolulu Zoo facility and front entrance to provide for the safety and protection of guests, staff, and animals to remain open throughout COVID-19, returned to seven days a week schedule, and zoo concessions revenue was steadily recovering with June 2021 revenue on par with June 2019 (pre-COVID-19) figures;
- Hosted a pop-up COVID-19 vaccination clinic at the zoo, and completed capital improvement projects including the renovation of the Preis Building and construction of a new bird holding facility;
- Hatched and raised 26 endangered *Amastra cylindrica* snails and released them back into the wild in partnership with the state Department of Land and Natural Resources, welcomed three new meerkats and one serval, and celebrated the birth of the zoo's fifth two-toed sloth.



DEPARTMENT OF ENVIRONMENTAL SERVICES

Wesley T. Yokoyama, P.E., Director
Michael O'Keefe, Deputy Director
Ross S. Tanimoto, P.E., Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Environmental Services (ENV) is responsible for the city's wastewater and solid waste collection and disposal services. ENV operates and maintains sewer lines, treatment plants, wastewater pump stations, landfills, a waste-to-energy facility, and provides refuse/recycling collection and disposal. The mission of ENV is to protect public health and the environment by efficiently and effectively managing the wastewater and solid waste systems of the City and County of Honolulu.

Administrative Support

The directors and staff oversee ENV's divisions and are responsible for long-range Capital Improvement Project planning, budgeting, wastewater revenue bond management, labor relations, safety, personnel, training, information technology support, customer service and investigations.

Division of Refuse Collection and Disposal

The division manages municipal solid waste (MSW) on O'ahu. This includes residential material recycling, maintaining and operating O'ahu's MSW landfills, managing the city's H-POWER waste-to-energy facility, and operating three solid waste transfer stations and six convenience centers.

Division of Wastewater Treatment and Disposal

The division operates nine wastewater treatment plants and four pretreatment facilities on O'ahu. These facilities treat approximately 110 million gallons of wastewater daily.

Division of Collection System Maintenance

The division operates and maintains 2,100 miles of the gravity sewer system, 72 wastewater pump stations along with related force mains around O'ahu.

Division of Environmental Quality

The division oversees pretreatment, air, wastewater and receiving water quality permit requirements, and monitors and provides analyses in compliance with state and federal regulations. The pretreatment program monitors wastewater to prevent the discharge of substances that might be harmful to the environment or cause damage to the wastewater system.

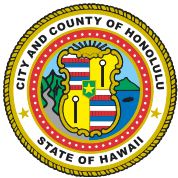
Wastewater Engineering & Construction Division

The Wastewater Division plans, designs, builds and maintains the city's wastewater infrastructure, including its wastewater collection and conveyance systems and wastewater treatment plants. The division is responsible for project engineering and management, which includes the preparation of environmental impact statements and environmental assessments, land acquisition, permit processing, and administering project construction contracts.

ACCOMPLISHMENTS

- Completed the update and recalibration of ENV's computer software program used for flow modeling of the sewer collection system, which ensures that the city's sewer system capacity is managed with the latest and most accurate technology;
- Complied with the 2010 Consent Decree milestone through completion of the Ala Moana Wastewater Pump Station Upgrade Dec. 31, 2020;

- Upgraded the weigh station software program for the Division of Refuse Collection and Disposal's Business Accounts Section and the scales located at the Kapa'a, Ke'ehi, and Kawaihoa transfer stations, along with Waimānalo Gulch Sanitary Landfill; all sites operated with an older version, and the upgrade provides more capabilities, unique features, enhanced reporting, and continued technical support for the processing and collection of disposal revenues;
- Conducted smoke testing of nearly 20 miles of lateral pipes and more than 46.5 miles of wastewater mains;
- Rehabilitated 26.9 miles of gravity mains, 618 wastewater manholes, and 1,510 laterals;
- Advertised the Sand Island Wastewater Treatment Plant Secondary Treatment, Phase 1 project for construction bids in March 2021, the critical first step toward meeting the Jan. 1, 2022, milestone for issuance of a notice to proceed with construction of facilities, at an estimated cost of \$550 million, that will move the Sand Island WWTP toward secondary treatment of wastewater discharges in compliance with the 2010 Consent Decree;
- Continued construction on the Honouliuli Wastewater Treatment Plant Secondary Treatment, Phase 1B – Secondary Compliance Facilities project, a more than \$267 million contract that will bring the Honouliuli WWTP facility up to secondary treatment standards for wastewater discharges, as required by the 2010 Consent Decree, with the project on schedule to meet the consent decree compliance complete construction milestone by June 1, 2024;
- Advertised and awarded construction contracts for the following projects: Beretania Street Sewer Improvements, Hart Street/Waiakamilo Road Replacement Sewer, and the Sand Island WWTP Maintenance Building, Septage, and Site Improvements;
- Began implementing the city's Disposable Food Ware Ordinance 19-30, which amends definitions and exemptions contained in the Plastic Bag Ban Ordinance and regulates the distribution of disposable plastic service ware, and the second phase of this ordinance scheduled to take effect Jan. 1, 2022, will regulate the sale and distribution of polystyrene foam food ware, disposable plastic service ware, and disposable plastic food ware;
- Initiated appliance recycling operations at the Enhanced Material Recovery Facility (EMRF) located near H-POWER, accepting refrigerated and non-refrigerated appliances that are received through the city's curbside collection program and dropped off at disposal centers, and with approximately 80,000 units collected annually, ENV plans to expand recycling operations at EMRF;
- Convened a Landfill Advisory Committee to evaluate and score potential sites for a new landfill on O'ahu using a diverse set of criteria, the committee's scoring, and public input that the Mayor and ENV will use in determining by Dec. 31, 2022, the site of the next landfill, pursuant to a 2019 decision and order of the Land Use Commission of the state of Hawai'i.



DEPARTMENT OF FACILITY MAINTENANCE

Roger Babcock Jr., Ph.D., P.E., Director and Chief Engineer

Dawn B. Szewczyk, P.E., Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Facility Maintenance (DFM) administers repair and maintenance programs for city roads, bridges, streams, flood control systems, traffic striping and signs, public buildings and their adjoining parking facilities, bus stop litter containers, pedestrian malls and office facilities. The department also administers maintenance and repair programs for many city vehicles and heavy equipment, and is responsible for mechanical, electrical and electronic equipment and facilities for parks, street lights and communication centers. Additionally, the DFM provides employee parking services, interdepartmental mail services, security, and heavy vehicle and equipment training support to city agencies, and directs and oversees programs and administrative services. The department enforces the city's sidewalk nuisance and stored property ordinances, referred to as SNO/SPO. The department is also responsible for administering the city's stormwater management program under the Federal Clean Water Act in accordance to the city's National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit.

Division of Automotive Equipment Service

The Division of Automotive Equipment Service (AES) plans, directs, coordinates and administers all programs and activities associated with the maintenance and repair of the automotive, heavy vehicle and construction equipment fleets of city departments and agencies except the Honolulu Fire Department (HFD), Honolulu Police Department (HPD), Board of Water Supply, Honolulu Authority for Rapid Transportation, and TheBus. It also prepares plans and specifications for the purchase of new vehicles and equipment. The division has 2,660 vehicles/equipment under its jurisdiction: 2,133 on-road/highway vehicles, 347 off-road/non-highway equipment, and 180 miscellaneous equipment such as trailers, forklifts, compressors and generators.

The division is organized into four main areas: Administration, Storekeeping, Service and Lubrication, and Repair and Maintenance.

Division of Public Building and Electrical Maintenance

The Public Building and Electrical Maintenance (PBEM) Division administers and directs the repair and maintenance program for public buildings and associated structures, street lights, park, mall, and other city lighting, electrical, and communication systems. PBEM provides and directs custodial and utility services at various city buildings and leased facilities. The division also administers employee parking, a motor pool fleet, and security guard services.

Division of Road Maintenance

The Division of Road Maintenance (DRM) maintains city streets and metered municipal parking lots under the jurisdiction of the City and County of Honolulu, and provides maintenance to private roads in accordance with city ordinances. DRM also maintains city streams and other drainage facilities throughout the island of O'ahu and enforces the maintenance of privately owned streams.

The division is responsible for the enforcement of SNO/SPO to address illegally stored items on city property and properties where Memorandums of Understanding/Agreement are in place that allow the city to perform enforcement actions. DRM provides assistance to the Department of Environmental Services, Division of Refuse Collection and Disposal, in supervising refuse collection operations in the Lā'ie, Waialua and Wahiawā districts. DRM also performs emergency work to address roadway and roadside debris from weather-related events and natural disasters. In addition, DRM assists other city agencies in special situations and emergencies where heavy equipment or labor resources are needed.

The division operates from 11 corporation yards or baseyards. Four baseyards serve the Honolulu district, which includes Honolulu, Sand Island, Kapahulu, and College Walk, while seven baseyards located in Kailua, Kāne'ohe, Pearl City, Lā'ie, Waialua, Wahiawā and Kapolei-Wai'anae serve the rural districts. The division also has a baseyard at Auahi Street for the SNO/SPO branch that will relocate to a state Department of Transportation parcel under Interstate Highway 1 at Pi'ikoi Street and Lunalilo Street during Fiscal Year 2022.

Division of Storm Water Quality

The Division of Storm Water Quality (SWQ) oversees stormwater quality related programs and activities, inspections, outreach, monitoring, training, analyses and compliance with state and federal regulatory laws and permits. SWQ also assists other city departments with preparing and updating their site-specific stormwater best management practices plans for nearly 150 city facilities including wastewater treatment plants, refuse facilities, bus transportation facilities, baseyards, corporation yards, fire and police stations, parks, golf courses, botanical gardens and other city facilities. SWQ also manages and implements stormwater quality improvement projects as required by permit.

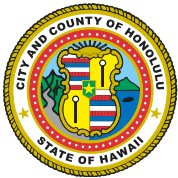
ACCOMPLISHMENTS

- Upgraded consolidated motor pool program at the Civic Center Parking Structure with new vehicles while continuing to reduce the environmental impact of vehicle fleet by replacing older vehicles with electric vehicles and more fuel efficient vehicles, and strengthening the city's commitment to reducing harmful emissions to the environment and dependence on fossil fuels; processed 18,609 parts requests submitted to AES and issued 44,728 parts; and completed 10,866 repair work orders and 37,450 job tasks;
- Completed 4,162 work orders as part of the PBEM preventive maintenance program, and repair and maintenance projects; maintained 52,527 street lights by replacing burnt fuses, defective fixtures or photocells, or correcting electrical system problems; completed 15,527 repair and maintenance work orders for indoor and outdoor lighting, and 736 work orders for electronic and communication systems at various parks and recreation centers, botanical gardens, and Hanauma Bay for the Department of Parks and Recreation (DPR), and for the Department of Enterprise Services at the Honolulu Zoo; and coordinated with engineers from the Department of Design and Construction to complete the LED conversion and upgrade of lighting systems at municipal surface parking lots and park-and-ride lots;
- Completed street sweeping of more than 36,000 lane miles of streets;
- Collected more than 1 million pounds of illegal trash that was stored or dumped on city property, plus 2,900 abandoned shopping carts;
- Conducted maintenance activities in city-owned streams, including removal of 17 million pounds of sediment, rocks, vegetation and rubbish;
- Expanded custodial and groundskeeping services at 22 new locations, continued maintenance at 26 facilities, and implemented coronavirus pandemic cleaning procedures at public buildings based on Centers for Disease Control and Prevention guidelines, and assisted HPD with expansion of the Provisional Outdoor Screening and Triage facility at Ke'ehi Lagoon Beach Park to provide additional screening and triage due to a surge in COVID-19 cases and the City and County of Honolulu's "stay-at-home, work-at-home" Emergency Order No. 2020-25, approved by Gov. Ige on Aug. 25, 2020;
- Continued implementation of Indefinite Delivery/Indefinite Quantity Projects for reconstruction of 139,564 square feet of concrete sidewalks/driveways that included areas of Mililani south of Interstate Highway 2, Mililani Technology Park, Hawai'i Kai, 'Āina Haina, Niu Valley, Kaimukī, Kahala, Makiki, Downtown, West Loch, Kalihi, and Mililani Mauka areas; the project included reconstruction of curb and gutters, arboricultural work, and adjustment of utility boxes, frames and covers;
- Continued implementation of Indefinite Delivery/Indefinite Quantity Project for Pavement Preservation of Streets, completing 31 linear miles of crack sealing, 33 lane miles of seal coat, and 9 lane miles of slurry seal application on city maintained roads in Foster Village, Kaimukī, and Kapahulu; completed 8.5 lane miles of in-house resurfacing, first aid pavement repairs on Ala Wai Boulevard, Kūhiō Avenue, Laukahi Street, Rycroft Street, Hobron Lane, Kalani Street, Mehe'ula Parkway, Māka'ika'i Street, and Kuaō'a Street; assisted DPR's Division of Urban Forestry with resurfacing their Kap'iolani Park baseyard; and conducted an updated pavement survey of more than 3,600 lane miles of city maintained roads under the Measurement of Pavement Condition Data of City-Maintained Roads project, and will deliver a report documenting the city's roadway assets, including pavement conditions index and light detection and ranging data, during FY 2022;
- Received national recognition from the Water Environment Federation Stormwater Institute for the city's Municipal Separate Storm Sewer System (MS4) Phase 1 Program; the City and County of Honolulu received two 2021 National Municipal Stormwater and Green Infrastructure Awards, a best-in-the-nation gold award for Program Management and a silver award for Innovation; Honolulu earned the top prize due to its ongoing

efforts to establish Hawai'i's first-ever stormwater utility on the island of O'ahu, its many initiatives aimed at mitigating pollutants in runoff, engaging the public in watershed protection, understanding emerging threats to water quality, and public outreach efforts, including its Adopt-a-Block and Adopt-a-Stream programs;

- Renewed three existing long-term agreements and created four, two-year agreements under the SWQ's Mālama O Ka 'Āina community volunteer program; and conducted individual volunteer events for litter pickup; removal, replacement and installation of new traffic delineators along protected bike paths and bulb-outs; and patching concrete sidewalk deficiencies to mitigate sidewalk trip hazards;
- Performed stream maintenance utilizing heavy equipment at Kalihi Stream, Mānoa-Pālolo Stream, Manaiki Stream, and Kamo'oali'i Stream under the POH-2017-00198 (Section 404) permit issued on Sept. 25, 2019, by the U.S. Army Corps of Engineers;
- Finalized a Storm Water Utility (SWU) Feasibility Study summary report that was posted and made publicly accessible online at www.stormwaterutilityoahu.org in December 2020, conducted approximately 30 neighborhood board presentations during May and June 2021, including a presentation to the City Council Committee on Public Infrastructure and Technology on May 19, and anticipate the introduction of a stormwater utility ordinance bill in FY 2022; began soliciting public input through virtual community meetings to assist with the development of a long-range Storm Water Strategic Plan to be available at the beginning of 2022 for public review and comment; and revised and developed the Storm Water Management Program Plan, describing how the city intends to comply with permit requirements throughout the current five-year permit term, as required under the city's National Pollutant Discharge Elimination System Municipal Separate Storm Sewer System permit that went into effect Sept. 1, 2020, and is scheduled to expire Aug. 31, 2025;
- Revised the city's Public Works Construction Standard Details and Specifications focused on drainage, transportation, street lighting, traffic signals, green stormwater infrastructure, sidewalks, and pavement; this project updated the existing details and specifications that had been in place and mostly unchanged since 1984 and 1986, respectively; and the revised standards were completed and adopted by the various city agencies in December 2020;
- Responded to 363 complaints of illicit discharges and illegal connections that resulted in the issuance or processing of 58 Letters of Warnings, 158 Notices of Violations and 15 Notices of Orders; performed more than 400 inspections of assorted industrial and commercial businesses; conducted more than 4,500 third-party stormwater construction inspections islandwide; conducted more than 250 site visits to inspect private facilities to ensure proper maintenance procedures were being followed for permanent stormwater quality treatment systems; and coordinated 72 cleanup events, and collected more than 2,600 bags and 13.5 tons of debris and trash involving more than 1,600 participants in the department's Adopt-A-Block, Adopt-A-Stream, and Storm Drain Marking volunteer programs.

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HONOLULU FIRE DEPARTMENT

Manuel P. Neves, Fire Chief (January – February 2021)

Lionel E. Camara Jr., Deputy Fire Chief (January – February 2021)

Acting Fire Chief (March – June 2021)

Sheldon K. Hao, Acting Deputy Fire Chief (March – June 2021)

POWERS, DUTIES AND FUNCTIONS

The Revised Charter of the City and County of Honolulu designates the Honolulu Fire Department (HFD) as the fire protection agency for the city. The HFD's responsibilities are to provide firefighting, rescue, emergency medical and hazardous materials response for the entire island of O'ahu. These duties are performed in a variety of terrains including steep mountain ranges, wildlands and agricultural fields; structures that comprise a modern metropolitan city including industrial complexes, business centers, government complexes, high-rise resorts, condominiums and high-density urban residential dwellings; and the ocean surrounding the island.

Administrative Services Bureau

The Administrative Services Bureau (ASB) provides administrative, personnel, logistical and maintenance support to the fire suppression force. The Assistant Chief is assisted by a staff consisting of two Battalion Chiefs, four Fire Captains, an Administrative Services Officer, and a pool of support staff. The ASB oversees the HFD's operating budget, property and inventory, personnel administration, and the administration of safety and health-related programs, such as the Drug and Alcohol and Infectious Disease programs. The HFD's Capital Improvement Program (CIP) and Community Development Block Grant (CDBG) funds are also under purview of this bureau.

Fire Operations

Fire Operations responds to various incidents including fires, medical emergencies, mountain and ocean rescues, hazardous materials and homeland security incidents. In addition, Fire Operations conducts commercial and residential occupancy inspections; prepares industrial and commercial prefire plans; participates in community relations activities; attends training classes, drills and exercises; keeps abreast of trends in firefighting techniques, emergency medical services, fire prevention, public education and municipal water supply; and performs daily maintenance on HFD apparatuses, facilities and grounds.

Planning and Development

Planning and Development (P&D) prepares and submits Annual Compliance Reports to the Commission on Fire Accreditation International; develops and maintains critical department deployment models, including the Community Risk Assessment Standards of Cover and other risk identification and mitigation strategies, reviews, researches, and monitors emerging legislation, regulations, trends, events and past department performance to establish goals and objectives necessary to fulfill the department's mission; coordinates the grant management process, which includes applications, budgets, procurements and reports; and manages the department's web portal and internet sites.

P&D also researches and develops new programs, and evaluates existing programs and services to improve the department's efficiency and effectiveness. These programs include interoperable voice and data communications, records management system upgrades, and a geographical information system.

Support Services

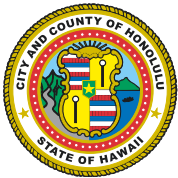
Support Services manages and coordinates the operations of the Fire Prevention Bureau (FPB) and the Training and Research Bureau (TRB), each of which is managed by a Battalion Chief.

The FPB's mission is to promote fire and life safety programs that assist the HFD in accomplishing its mission of mitigating loss of life, property and damage to the environment. The FPB accomplishes this mission by conducting fire code compliance inspections; investigating fires to determine origin and cause; providing fire safety education to the community; reviewing and adopting fire codes; and reviewing building construction fire plans. The FPB is staffed with 36 uniformed and three civilian personnel.

The TRB conducts new and continuous training in incident management, firefighting, rescue, apparatus operation, emergency medical response, weapons of mass destruction/terrorism and hazardous materials. The TRB also coordinates CPR training and other safety courses for city employees and the public. The staff continuously researches new technology that impacts the fire service, such as electric and hybrid vehicles, photovoltaic systems, and new weapons of mass destruction monitoring and identification devices.

ACCOMPLISHMENTS

- Coordinated coronavirus testing sites and supported vaccination sites via Incident Management Teams;
- Developed and deployed an elevated rail emergency response training module for the city's rail system;
- Added one Helicopter Pilot and two Senior Helicopter Pilot positions;
- Provided subject matter expertise and guidance throughout the COVID-19 pandemic, which helped to develop policies and procedures, research and acquire personal protective equipment, and prepare, educate, and reassure HFD personnel; during this period, the department continued to deliver initial and refresher cardiopulmonary resuscitation classes and emergency medical technician education to new hire and incumbent firefighters while structuring and processing more than 400 emergency medical technician certification renewals;
- Achieved fifth consecutive reaccreditation from the Commission on Fire Accreditation International; HFD is one of few agencies worldwide to obtain this achievement, and this award validates the HFD's mission to provide for a safer community through prevention, preparedness, and effective emergency response.



HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

Tobias Martyn, Chair; **Hoyt Zia**, Vice Chair; **Kika G. Bukoski**, **Dean Hazama**, **Lynn McCrory**, **Glenn Nohara**, **Joseph Uno**.

Ex Officio Members: **Jade Butay**, **Dean Uchida**, **Jon Nouchi** (January 2021),

J. Roger Morton (February 2021 – present).

Legislative Appointees: **Michele Brunngraber**, **Jeoffrey Cudiamat**, **Natalie Iwasa**, **Joseph O'Donnell**.

Lori M.K. Kahikina, P.E., Interim Executive Director and CEO

Richard C. Keene, Deputy Executive Director and COO

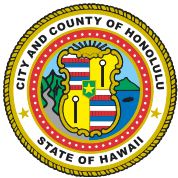
POWERS, DUTIES AND FUNCTIONS

The Honolulu Authority for Rapid Transportation (HART) is responsible for building the 20-mile, 21-station commuter rail system for the City and County of Honolulu. HART is governed by a 14-member board of directors and a Chief Executive Officer. HART's powers, duties, and functions include the planning, design, and construction of the fixed guideway system; the execution of contracts, labor agreements, and other instruments in order to perform its duties and functions; to acquire by eminent domain, purchase, lease or otherwise, all real property necessary for the development of the system; and to promote and assist Transit-oriented Development projects near the system that promote transit ridership.

ACCOMPLISHMENTS

- Completed a substantial amount of construction work on the first 75 percent of the entire guideway, with the first 10 miles of the fixed guideway completed from East Kapolei to Aloha Stadium; the next 6 miles of the guideway, from Aloha Stadium to Middle Street, is 91 percent completed;
- Completed the first nine rail stations, except for remaining punch list items and contract closeout, and the next four stations are each more than 50 percent completed;
- Received 17 of the 20 four-car trains that will make up the rail fleet; four trains were received in Fiscal Year 2021; seven trains have completed acceptance testing;
- Hired Lori Kahikina as Interim Director and CEO in January 2021, the first female and first Native Hawaiian to lead the project; before joining HART, Kahikina, a professionally certified engineer, was the Director of Environmental Services with the City and County of Honolulu;
- Announced a revised estimated cost of \$12.4 billion to complete the project, a significant increase over the previously announced estimated completion costs; in developing the new estimate, HART considered factors such as the proposed pricing that was submitted to HART in 2020 during the failed Public Private Partnership solicitation process, construction delays, and historical and current construction pricing trends; HART also considered the impact from the coronavirus pandemic, including increases in the price of materials, delays in shipping materials to Hawai'i, and travel restrictions that make it difficult for certain support personnel to be on O'ahu;
- Completed design drawings for utility relocations from Iwilei to Ala Moana and received approval from the city and third-party utilities; procurement for at least a portion of this work is ready for issue; and made significant progress on the design drawings for the Dillingham Boulevard utility relocations.

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DEPARTMENT OF HUMAN RESOURCES

Noel T. Ono, Director

Florencio Baguio Jr., Acting Assistant Director

POWERS, DUTIES AND FUNCTIONS

The Department of Human Resources (DHR) is the central personnel agency for the city. Its primary purpose, as reflected in the Revised Charter of the City and County of Honolulu, is to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions and the employment, conduct, movement and separation of public employees. This department is charged with building a career service designed to attract, select and retain, on a merit basis, the best qualified civil servants.

The Director of DHR represents the Mayor in the collective bargaining process, and directs and coordinates an employee-management relations program for the city. In this capacity, the department negotiates and administers nine collective bargaining agreements covering city employees. In addition, DHR carries out programs in the areas of training, safety, workers' compensation, incentives, awards and equal opportunity.

Civil Service Commission

The primary function of the Civil Service Commission (CSC) is to prescribe rules to carry out the provisions of the charter, hear appeals, and advise the Mayor and the Director of DHR on issues relating to the management of personnel.

In compliance with Chapter 91 of the Hawai'i Revised Statutes, Chapter 11 of the Revised Charter of the City and County of Honolulu, and Chapter 1 of the Rules of the Civil Service Commission, the CSC is mandated to adjudicate all appeals and ensure that fair and objective decisions are rendered for all cases. The CSC meets regarding cases of non-selection and termination, classification, medical and examination disqualification appeals. The purpose of such meetings is to resolve issues relating to civil service practices.

Equal Opportunity Office

The Equal Opportunity (EO) Office oversees the city's compliance with federal, state and city laws on equal employment, affirmative action, sexual harassment, Americans with Disabilities Act (ADA), Title VI of the Civil Rights Act, and establishes policies and procedures to meet program objectives. The office is staffed with an EO Officer, a Title VI Coordinator, an ADA Coordinator, two EO Specialists and several contract investigators, to ensure complaints are properly handled, and city employment and services are delivered to the public free of discrimination and harassment. Staff also provides technical resources, assistance and training to executives, managers, administrative officers, and employees.

Enterprise Resource Planning Branch

The Enterprise Resource Planning (ERP) Branch designs, plans, develops, implements and administers the day-to-day management of the city's Enterprise Resource Planning System (C2HERPS) Human Resources functions, which include the Advantage HRM solution, the Meridian Global Learning Management System, Human Concepts OrgPlus Enterprise organizational charting and modeling system, and Employee Self Service. Staff directs the overall design and development of the system; oversees, coordinates and engages subject matter experts, departmental liaisons and outreach team members; oversees and coordinates resolution for outstanding issues and problems; develops report design specifications and coordinates report testing sessions; develops, evaluates and implements business process improvements; develops, implements and maintains security and workflow requirements and user access; develops training curriculum; and coordinates and conducts end-user training, workshops and outreach meetings. ERP also works with line departments to streamline the workflow process for personnel actions.

Employment and Personnel Services Division

The Employment and Personnel Services Division provides centralized human resources services in the areas of recruitment, examination, benefits, research, transactions and compliance.

The Benefits, Research and Transactions Branch assists departments with the processing of personnel transactions such as hiring new employees, promotions, retirements and separations. The branch audits and certifies all personnel actions affecting city officers and employees under its jurisdiction, and plans and coordinates the benefits and employee service awards programs. In addition, staff monitors labor and employment-related legislative activity, administers the city's leave sharing program, and provides leadership in the city's efforts to comply with federal, state and local laws and policies in the areas of fair labor standards, drug and alcohol testing, protection of personnel information, and other federal and state employment laws within the division's scope of responsibilities.

The Examination Branch plans, develops and administers a variety of selection and assessment programs; conducts job analyses; develops merit-based examinations; determines eligibility of candidates, which includes eligibility for public employment, education, experience, and licensure requirements; and determines personal suitability for civil service positions. Examination staff also advises and provides assistance to departments with the promotional examination process and selection interviews.

The Recruitment Section plans and executes recruitment activities to attract qualified applicants, refers candidates to departments for employment consideration, and advises departments on employment subjects ranging from the onboarding process to complicated personnel movements. Recruitment staff works closely with departments and agencies to assess and identify staffing solutions for "hard-to-fill" jobs and positions such as engineers, data processing systems analysts and skilled trades.

Classification and Pay Division

The Classification and Pay Division (C&P) plans, develops and administers the city's classification and pay plans; conducts research on classification and pay matters; recommends pricing for new classes; participates in statewide meetings on statutory equal pay pricing requirements; participates in collective bargaining wage negotiations; and develops salary and benefit adjustment recommendations for excluded managerial employees. The division also provides management advisory services to assist departments on personnel implications and problems relating to reorganizations, reassignment of work and creation of new classes.

Industrial Safety and Workers' Compensation Division (ISWC)

The Safety Branch develops, promotes, coordinates and maintains a safety program for the City and County of Honolulu to comply with the Hawai'i Occupational Safety and Health (HIOSH) Law and administrative rules, helps departments develop and implement safety programs, and maintains statistics of lost time due to industrial injuries and vehicle accidents in order to develop accident prevention programs and strategies.

The Workers' Compensation Branch administers the city's self-insured workers' compensation program to comply with the Hawai'i Workers' Compensation Law and administrative rules; manages the city's retention, rehabilitation and placement, and limited duty programs; and represents city departments and agencies before the Department of Labor and Industrial Relations with respect to workers' compensation matters.

Labor Relations and Training Division

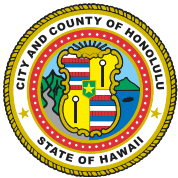
The Labor Relations and Training Division plans, develops and administers the city's labor relations, personnel development and training programs, and administers collective bargaining agreements. The Labor Relations Branch administers nine collective bargaining agreements, provides assistance to management on employee-employer relations and contract administration, negotiates collective bargaining agreements, and represents the city in grievance meetings and arbitration proceedings. The Training Branch provides assistance to management on training matters and plans, develops and implements management, supervisory and personnel development training programs to improve the efficiency and quality of public service provided by employees.

ACCOMPLISHMENTS

- Developed an online training course to allow employees with computer access to complete mandatory Prevention of Sexual Harassment training independently rather than in a classroom setting;
- Implemented the city's new Learning Management System (LMS), Cornerstone on Demand branded as Honolulu U, on time and on budget in December 2020; implementation included six months to configure the program, user acceptance testing, validating records from the previous LMS system, and attending training with contractors from DXC Technology and CGI;

- Conducted 66 safety inspections of city facilities, 60 of which identified hazards that would have resulted in potential HIOSH penalties totaling an estimated \$3.3 million, and these hazards were mitigated by the departments involved to minimize safety risks to employees;
- Reviewed and completed 1,506 requests for action by C&P, including position creations, reallocations, revised position descriptions, and personal service contracts;
- Concluded negotiations covering the two-year period from July 1, 2021, through June 30, 2023, for United Public Workers Bargaining Units 1 (blue-collar workers) and 10 (institutional health and correctional workers), and Hawai'i Government Employees Association Bargaining Units 2 (blue-collar supervisors), 3 (white-collar nonsupervisory), 4 (white-collar supervisors), and 13 (professional and scientific employees);
- Issued 30 coronavirus pandemic-related memos and 19 Mayor's Directives advising departments on various COVID-19 related guidelines such as travel precautions, social distancing, administrative leaves, essential function employees, employees with COVID-19 symptoms, 14-day travel self-quarantine, temperature checks and health screening questionnaires for employees and the public, and mandated face coverings for employees;
- Closed 95 percent of grievances in Fiscal Year 2021 without resorting to arbitration, compared to just 88 percent in FY 2020;
- Graduated 22 Alaka'i leaders of the 2020-2021 Advanced Management Mastery Program, a training and development track for the future city leaders that incorporates mentorship and coaching, and culminates with a capstone project as a contribution to their respective departments;
- Developed COVID-19 compliant testing procedures to administer the written tests for first responder positions with the Honolulu Emergency Services Department, Honolulu Fire Department, and Honolulu Police Department;
- Developed and implemented new procedures for virtual benefits processing, and successfully onboarded 498 employees using the new virtual process.

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DEPARTMENT OF INFORMATION TECHNOLOGY

Mark D. Wong, Director and Chief Information Officer

Stephen A. Courtney, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Information Technology (DIT) Administration provides the vision and technical leadership for the city, advises the Mayor and departments on all matters relative to information technology, and establishes citywide IT standards to ensure efficiency, security, and compatibility of systems. It also coordinates the internal administrative affairs of the department, including budget preparation and control of expenditures; personnel administration; analysis of resource utilization and staffing levels of operating units; and provides clerical services for the department.

The DIT director is responsible for managing all city IT resources and services, and for developing the city's long-range IT-related plans, goals and objectives, and measuring its achievement. The director ensures that all IT plans are consistent with, and supportive of, the stated business needs of city departments.

DIT has five divisions: Applications, Operations, Technical Support, Enterprise Resource Planning and Computer Services Representatives, and Communications and Network. Through DIT's centralized management of IT services, all users of the city's network are able to more effectively share data, information, technology, resources, and technical expertise.

Applications Division

The Applications Division is responsible for software development, feasibility studies, systems analysis and design. In order to ensure personnel constantly improve their skills, the division maintains a training program called the Honolulu Academy for Computer Knowledge. This division also performs systems testing, documentation of developed systems, maintenance of both developed and acquired systems, and consulting services to end users and data management. The division participates in strategic and tactical planning with DIT leadership and city administrators and managers for the efficient and effective use of information resources in overall city operations. Finally, the division evaluates plans and proposals from other governmental agencies and public or quasi-public organizations.

Enterprise Resource Planning and Computer Service Representatives Division

The Enterprise Resource Planning (ERP) and Computer Service Representatives (CSR) Division provides IT support for the citywide ERP financial management/human resources system and integration into the user agency's workflow processes in the city. It conducts evaluations of user agency needs, provides technology support services, designs and develops automated systems and procedures, assists in developing plans and obtaining approvals, and implements the city's technology plans regarding the ERP financial management/human resources system and other related automated systems. The CSRs are business analysts for the various agencies, learning the business of the agency in order to effectively integrate technology into agency operations. CSRs also manage PC and printer replacement programs for the city.

Operations Division

The Operations Division operates and monitors city technology systems and is responsible for the city's data centers. The division also develops and maintains monetary and document controls to ensure accurate processing of data. Tasks include scheduling processing, routing documents and reports to users, and coordination of change management, installation, and decommissioning of operations center-based equipment. The division also supports the city's Emergency Operations Center by providing key direction and technical advice to all city agencies during a disaster. They coordinate plans and activities for data and system recovery within DIT in the event of a disaster, participate with the DIT and city leadership in strategic and tactical planning for the efficient and effective use of information resources in overall city operations, and evaluate plans and proposals from other governmental agencies and public or quasi-public organizations.

Communications and Network Division

The Communications and Network Division serves as the infrastructure support division for first responder communications including the wired and wireless city networks, radio, microwave, 800 MHz, P25, Voice over Internet Protocol telephony, video conferencing and related systems. The division is responsible for the management of related technology and facilities, including buildings and towers; and coordinates security access, both physical and digital, to the various technology systems supported by DIT. This includes contract preparation, contract management and direct supervision of the vendor staff to ensure compliance with the contracted needs of the city, and oversight of citywide communication.

Technical Support Division

The Technical Support Division serves as the technical infrastructure architect and provides technical support to all DIT divisions and city agencies that use the city's centralized information technology systems. This division also maintains network and physical security for systems, applications, and facilities; supports infrastructure for applications, private cloud, mainframe, end-user servers and storage requirements and the interfaces between these systems; prepares and analyzes reports on systems usage and capacity requirements; administers the policies and procedures related to the city's security and infrastructure resources; participates in strategic planning of information resources; evaluates plans and proposals from other governmental agencies and public or quasi-public organizations; provides project management over data security; and provides contract management and supervision of vendor staff.

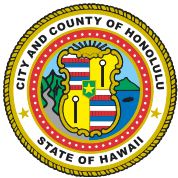
ACCOMPLISHMENTS

- Built a new state-of-the-art primary data center, utilizing automated cooling systems that reduce the energy required for cooling densely packed servers, and redundant lithium-ion backup systems and utility feeds to ensure networks and applications remain available; the new facility occupies almost 50 percent less space and is 30 percent more energy-efficient than the old data center; replaced existing fiber optic cabling to provide greater capacity, higher speeds, and redundancy, and a new modular, virtualized network can be reconfigured without re-cabling; and a large, new operations area allows each operator to have a clear view into the new data center, as well as a video wall, for effectively monitoring and managing the data center and other operations;
- Built a new imaging center with imaging for a wide range of document formats, including oversized flatbed, bound book, and film scanning plus bulk shredding of paper documents and electronic media;
- Updated Honolulu U with a new learning management system capable of conducting more online training and distance learning, and featuring career path curriculum planning for city employees, and also updated HOKU, the Department of Human Resources personnel management system, to streamline the employee movement process across the city;
- Expanded Webex and remote access capacity to allow more employees to telecommute and conduct virtual meetings to maintain COVID-19 social distancing protocols, and deployed HNL Sign to city employees with computer access, providing a digital signature capability, which can handle an unlimited number of users and documents without incurring additional costs, and in support of paperless processes;
- Completed the integration of CitySourced and CityWorks, allowing better alignment of citizen concerns with city resources and enabling the city to better address complaints; internally developed new applications without incurring taxpayer expense for residential refuse collection, HNL Info alerts, enterprisewide asset management, employee verification, parking meter management, emergency call center, and city elections; and expanded departmental access to enterprise geographic information system services;
- Upgraded the city's mainframe operating system software, security software, scheduling software and application server software, plus migration and updating mainframe storage devices to ensure that critical statewide applications, such as driver's license and motor vehicle systems, remain operational and secure;
- Created several major city-developed applications, resulting in shorter implementation times and avoiding expenses to the taxpayer, including the Hanauma Bay Online Reservation system that allows the public to reserve an entry time into the nature preserve; the Honolulu Fire Department's fireworks e-permit application system that allows the public to purchase fireworks permits online; online training that ensures compliance of city employees and ethics training for board and commission members; enhanced the PROS management system for the Department of Parks and Recreation (DPR) expanded Summer Fun Program registrations; expanded the AlohaQ queuing and appointment system to perform driver license checks; implemented a

new online vehicle registration system for automobile dealers, replacing a 40-year-old system, eliminating paper documents, and reducing time to register and plate a vehicle from several weeks to as little as one hour; deployed new vehicle and driver license system application programming interfaces to the city's private cloud; and created neural networks to use machine learning technology to read handwritten and printed forms;

- Expanded high-speed wireless sites at parks and other facilities, installed backup radio to all Honolulu Emergency Services Department sites; installed more surveillance cameras for DPR, Department of Enterprise Services, and the Honolulu Police Department; and converted several sites to fiber optic cabling for the Department of Environmental Services;
- Improved and expanded the city's HNLpay program; once limited to online property tax payments, the new version of the digital payment platform consolidates electronic payments across the city, handling card payments, paper and digitally submitted checks, full settlement and payment reconciliation, and integration into the city's financial system; the system was created without incurring any external services or development costs, and there are no recurring costs to maintain the system; and HNLpay allows the city to expand the number of online services, while reducing the integration effort;
- Reorganized the city's multiple datacenters into a single cluster, HNL Cloud, the city's new private cloud that allows the city to quickly deploy new services without incurring charges, separates all critical resources from public networks, and is accessible during internet outages.

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DEPARTMENT OF LAND MANAGEMENT

Scott K. Hayashi, Director

Catherine A. Taschner, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Land Management protects, develops, and manages the City and County of Honolulu's real property interests, except those under the jurisdiction of the Department of Parks and Recreation. These responsibilities include maintaining a perpetual inventory of all city real property interests, creating plans and advising on best practices in land management, property management, and conservation and stewardship, and negotiating real property transactions.

Asset Development Division

The Asset Development Division is responsible for strategic acquisition and development of the city's real property inventory, with an emphasis on Transit-oriented Development special districts and increasing affordable housing. Staff negotiate purchase and sale agreements, public-private partnership (PPP) agreements and development agreements, and oversee acquisitions and dedications of real property into the city inventory, including those funded by the Clean Water and Natural Land (CWNL) Fund.

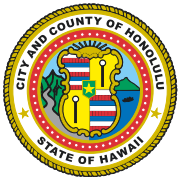
Asset Management Division

The Asset Management Division is responsible for managing portions of the city's real property inventory, including the city's rental housing portfolio, select commercial projects, and other real property interests that are not under the jurisdiction of other departments. Staff coordinate repair and maintenance projects, assist with creating plans and advising on best practices in property management, and make recommendations to improve the utilization and revenue potential for underused or vacant real property.

ACCOMPLISHMENTS

- Completed a substantial amount of construction work on the West Loch Modular project, the first "stacked" modular housing complex built by the city, which will add an additional 58 units and a commercial kitchen to the city's affordable housing portfolio;
- Completed a substantial amount of construction work on the Homeless Resource Center in Iwilei, which includes a large commercial kitchen and dining facility that will serve meals to individuals who are chronically homeless or at risk of becoming homeless, and an adjacent 27-unit affordable housing complex;
- Coordinated the Halewai'olu Senior Residences groundbreaking, a 155-unit affordable senior housing PPP project in Chinatown, and entered into PPP agreements with developers to construct 123 new affordable housing units in West Loch, and renovate or construct approximately 133 affordable housing units in Varona Village;
- Improved occupancy rates in the city's affordable housing portfolio projects and rented out 100 percent of the affordable housing units to qualified tenants in Chinatown Manor, Kumuwai, Westlake Apartments, Hale Maluhia, Mānoa Gardens Elderly Housing, Kanoa Apartments, Beretania Apartments, and Kauhale Kamaile;
- Assisted residential and commercial tenants with obtaining information and successfully applying for aid from various COVID-19 related rental and utility relief programs;
- Guided completion of almost \$4.5 million of capital improvement and repair and maintenance projects across the city's real property portfolio, including installation of exterior fences, new mailboxes, and security system upgrades;
- Coordinated community events, programs, and projects within the city's real property portfolio, including food distributions at Kauhale Kamaile and the Hau'ula Civic Center, and establishment of a community garden within the Mānoa Gardens Elderly Housing complex;

- Negotiated acquisition of a conservation easement utilizing the city's CWNL fund to protect in perpetuity a 1.5-acre historic taro farm in Hakipu'u for cultural and educational purposes, with managed public access;
- Coordinated the implementation of COVID-19 quarantine and isolation support facilities, the city provided facilities for this program while the state of Hawai'i Department of Health provided the wraparound services.



DEPARTMENT OF THE MEDICAL EXAMINER

Masahiko Kobayashi, M.D., Ph.D.

POWERS, DUTIES AND FUNCTIONS

The Department of the Medical Examiner (MED) investigates cases of sudden, unexpected, violent and suspicious deaths. The purpose of such investigations is to discover, document and preserve the medical, anatomic and evidentiary findings used to determine the cause and manner of death; to identify injury; to confirm or deny the account of how death occurred; to determine or exclude other contributory or causative factors to the death; and to provide expert testimony in criminal and civil litigation. The MED also identifies medical, infectious and accidental hazards to the community, including potentially preventable causes of death, and works with other state and local agencies in the recognition and mitigation of such deaths.

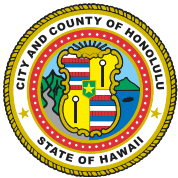
The MED supports a variety of programs and initiatives designed for broad public benefit including: community educational outreach programs targeted to teenagers relating to DUI and drug abuse prevention; statewide, multidisciplinary child death review programs; interagency domestic violence fatality reviews; multijurisdictional maternal mortality reviews; donor organ and tissue procurement programs; academic training and internships, including forensic scientists, medical students and pathology residents; statistical reporting for federal drug trafficking assessments; and interagency and city mass casualty planning. The MED also partners with the state Department of Health to report in the National Violent Death Reporting System, thereby assisting the state Bureau of Vital Statistics in the research of mortality on O'ahu.

The MED is staffed by a team of professionals, including board-certified physicians specializing in anatomic and forensic pathology, medicolegal investigators who scrutinize both medical and legal aspects, laboratory technologists, autopsy assistants and administrative personnel.

ACCOMPLISHMENTS

- Investigated 3,270 deaths;
- Investigated 27 cases determined to be homicides;
- Assumed jurisdiction in 1,225 cases;
- Performed 417 autopsies;
- Performed 639 external examinations;
- Facilitated 69 organ and tissue donations;
- Reduced the total number of pending backlog reports from 783 to 654 cases by finalizing 129 reports during Fiscal Year 2021, a 37 percent increase compared to reports finalized during FY 2020;
- Implemented additional advanced laboratory testing to support the state Department of Health in providing statistical data of cases reviewed by our office that can relate to drug overdose;
- Advanced the department's case management system to assist in the organization of reporting, record keeping, case maintenance, and preparation toward National Association of Medical Examiner accreditation;
- Finalized plans for temporary relocation of the Medical Examiner's main office to the Dole Cannery complex and other functions to 820 Iwilei Road, including installation of security systems, computer networking and electrical upgrades, as part of the planning and logistics for major renovations to the Medical Examiner Building at 835 Iwilei Road;
- Completed pre-renovation improvements to the Medical Examiner facility at 835 Iwilei Road, including replacement of three morgue refrigeration units, installation of a new air handler, reroofing the building, and installation of a state-of-the-art roll up gate and perimeter fence.

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DEPARTMENT OF PARKS AND RECREATION

Laura H. Thielen, Director

Michele K. Nekota, Deputy Director (January – March 2021)

Kēhaulani Pu‘u, Deputy Director (June 2021 – present)

POWERS, DUTIES AND FUNCTIONS

The Department of Parks and Recreation (DPR) manages, maintains, and operates the City and County of Honolulu's parks and recreational facilities; develops and organizes sports, recreational, and cultural activities; and beautifies the city's parks, playgrounds, and other public areas. In addition to 89 beach rights of way and seven pedestrian malls, the city has 305 designated park properties encompassing 4,966 acres of developed park land. Among the facilities in the parks inventory are 82 recreation centers, 21 swimming pools, 216 comfort stations, and 156 playgrounds. The department supports emergency shelter operations when necessary, and is also responsible for organizing several annual events, including the Mayor's Memorial Day Ceremony, under normal, non-pandemic circumstances. These events involve coordination with federal, state, and city agencies, along with business and community organizations.

DPR provides parks and recreational opportunities that are enjoyable and safe, with respect to current pandemic mitigation measures. The department strives to promote increased efficiency, effectiveness, and responsiveness in the delivery of park services and recreational programs through the work of its three divisions: Executive Services, Urban Forestry, and Park Maintenance and Recreation Services.

Executive Services Division

The primary function of Executive Services is to provide administrative and managerial support for the department and systems relating to budget management, parks planning, property management, public permits, related parks research, safety, training, personnel management, and labor relations. The Property and Supply Management staff orders and distributes supplies and monitors the equipment inventory system. The Permits Office oversees the issuance of park use permits and manages the online camping reservation system.

Division of Urban Forestry

The Division of Urban Forestry manages the city's Horticulture Services and Honolulu Botanical Gardens (HBG). Horticulture Services is responsible for maintaining trees along public roadways, in parks, and through pedestrian malls. This includes planting, pruning, and removing trees as necessary, and overseeing street and park trees across O'ahu. The division also operates the city nurseries, tree farms, and the Queen Kapi'olani Garden. It administers the city's Exceptional Tree program, provides arboriculture guidance to other departments, and facilitates the city's Community Forestry Program which supports urban forestry education and outreach. HBG comprises five botanical gardens, covering more than 650 acres, designed to conserve and display in excess of 9,000 plants, representing more than 5,000 species from almost 200 plant families. The gardens also administer the Community Recreational Gardening Program at 10 sites across O'ahu, and support enrichment classes and special events such as Foster Botanical Garden's Midsummer Night's Gleam when allowable.

Park Maintenance and Recreation Services Division

The Park Maintenance and Recreation Services Division administers a comprehensive and diversified community recreation and park maintenance program for the city, while coordinating the activities of five geographical districts, Maintenance Support Services, and Recreation Support Services. Maintenance Support Services provides repair and maintenance for park projects and facilities utilizing specialized skills such as heavy machinery operation, masonry, carpentry, painting, and plumbing. Recreation Support Services administers programs such as the People's Open Market, Senior Citizens Section, Therapeutic Recreation Unit, and Children and Youth Section. It is also responsible for organizing cultural and recreational events such as the Mayor's Craft and County Fair, Senior Valentine Dance, the state's longest running Lei Day Celebration, the state's longest-running, annual, noncompetitive hula event – the Nā Hula Festival, the state's oldest storytelling event – the Talk Story Festival, and aquatics and sports tournaments.

ACCOMPLISHMENTS

- Provided respite during the coronavirus pandemic as the importance of our parks, gardens, and common areas, in relation to the physical and psychological health of residents, became more apparent; DPR prioritized public safety while allowing access to facilities, and improved management of permitted sports teams, canopy usage, campgrounds, the People's Open Markets, Hanauma Bay Nature Preserve, Koko Head Shooting Complex, and technology resources; experienced robust attendance at the city's botanical gardens, including a 34 percent increase over Fiscal Year 2020 attendance at Ho'omaluhia Botanical Garden, despite a 38-day closure and extended closures of specific programs including camping, family fishing, art exhibitions, group tours, and indoor facility usage; and 95,061 people shopped at 25 People's Open Market sites;
- Offered much needed keiki stimulus by providing an in-person, COVID-modified Summer Fun Program that served more than 3,600 keiki at 61 sites across O'ahu during the summer of 2020, and in June 2021, began offering to more than 5,400 children the second round of a COVID-modified Summer Fun Program with engaging summer activities and an expanded selection of keiki activities, including excursions to Kualoa Regional Park, and educational booklets with lessons on trees and plants, taking care of the environment, and traditional Hawaiian land divisions;
- Chronicled revitalization of the natural environment relating to limited human activity during the pandemic, while providing the groundwork for this natural resurgence to continue by restricting illegal vehicular access at Wāwāmalu Beach Park, closing the Bellows Field Beach Park Campground to protect turtle nesting, funding and sharing the research of marine resources at the Hanauma Bay Nature Preserve and sharing the findings, and restoring public access in Portlock via public Beach Right of Way 122A;
- Improved management of Hanauma Bay Nature Preserve, which reopened in December 2020 after a nearly nine-month closure, by modifying the schedule and operations to accommodate pandemic-mitigation measures and assist with conservation efforts; implemented a ticketing system to better manage the influx of visitors while minimizing the impact on the surrounding neighborhood and the natural environment, and replaced the ticketing system with an online reservation system through the Parks and Recreation Online System on April 26, 2021, allowing visitors to book an educational video showtime up to two days in advance while providing flexibility for walk-in visitors; and imposed multiple entrance fee increases for nonresidents to offset pandemic-closure losses and ensure the fiscal resiliency of the nature preserve;
- Utilized technology to share recreational opportunities and engage our physically distanced communities by making dozens of classes and tutorials available through our "Nā Pāka ma ka Hale" and "Kupuna in the Parks" series, and holding virtual events for the annual Senior Valentines Dance and the Talk Story, Kualoa/Hakipu'u Canoe, Easter, and Lei Day festivals; added or modified online resources including a new Kapi'olani Regional Park webpage, upgraded Community Forestry website, and the Hanauma Bay Nature Preserve reservation system; and increased social media engagement, reaching tens of thousands of customers, with thoughtful, timely and engaging posts;
- Partnered with the state's Kaulunani Urban and Community Forestry Program on Hawai'i Arbor Day to distribute more than 500 trees to the public and 22 Girl Scout troops across O'ahu, provided educational outreach for the Girl Scout troops and keiki participating in the DPR Summer Fun Program, and received a nearly \$5,000 grant for native species plantings in our gardens; the City and County of Honolulu received its 40th Tree City USA designation in recognition of its commitment and dedication to growing and preserving our urban and rural forests; and botanical garden staff continued collaborative research efforts with local and international entities, ranging from Mānoa and California to England and Germany, using the gardens as living laboratories to inform research, monitor plants and insects, and expand conservation partnerships;
- Completed large-scale capital improvement projects across O'ahu, including the expansion of the Kapolei Skate Park; Community Development Block Grant projects in Kalihi, Mākaha, Pālolo, and Waialua; bridge improvements at Wahiawā Botanical Garden; bridge, canal wall, and pond repairs at Ala Moana Regional Park; repaving projects at Magic Island and One'ula Beach Park; and opening of the city's eighth off-leash dog park at the Patsy T. Mink Central O'ahu Regional Park;
- Conducted emergency repairs to the boat ramp at Kailua Beach Park following community concerns and closure of the facility due to unsafe conditions;
- Facilitated significant volunteer work at parks across O'ahu, including providing seed money and supplies to the Kokonut Coalition for their strenuous work repairing the stairs at the Koko Crater Tramway hiking trail;

- Continued to improve park amenities islandwide through Kākou for Parks, DPR's flagship maintenance program to renovate our most popular facilities, with an expanded focus on adding/repairing adult exercise equipment and installing new pickleball courts, the fastest-growing sport in America, and during FY 2021, Kākou for Parks renovated 12 comfort stations, refurbished 10 playgrounds/adult exercise areas, and resurfaced 92 play courts and 39 lined pickleball courts;

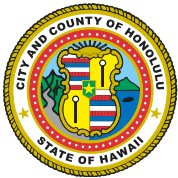


- Opened the city's 304th park location, Centennial Park Waikīkī, a project spearheaded by the Rotary Club of Honolulu whose tireless efforts transformed an empty space off Royal Hawaiian Avenue in Waikīkī, and facilitated additional philanthropic partnerships to improve park facilities such as the effort led by Blue Zones Project and AARP at Old Stadium Park that created a new source of community pride and cohesion by transforming a graffiti-plagued surface with a large, decorative mural depicting the history of this iconic location;



- Collaborated with the Department of Facility Maintenance in renovating Fort Street Mall in support of Mayor Blangiardi's commitment to revitalize the Downtown Honolulu/Chinatown area; this project included improving the trees, the tree wells, and the pavers (flooring) along the pedestrian corridor; the work was conducted on Saturdays to minimize impact to the public, and while the work areas were cordoned off for safety, public access was provided to the businesses fronting the work.

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DEPARTMENT OF PLANNING AND PERMITTING

Dean Uchida, Director

Dawn Takeuchi Apuna, Deputy Director

Eugene H. Takahashi, Second Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Planning and Permitting (DPP) is responsible for the City and County of Honolulu's major programs and laws related to land use, from long-range policy planning, community planning and zoning to infrastructure assessments and regulatory development codes. The department is composed of eight groups, including the Administrative Services Office, Honolulu Land Information System, Customer Service Division, Planning, Transit-Oriented Development (TOD), Land Use Permits, Building, and Site Development. DPP also manages the geographic information system (GIS) used by various governmental agencies and private businesses. The department provides administrative support to the Planning Commission, Zoning Board of Appeals, Building Board of Appeals, and the Design Advisory Committee. The Director of DPP sits on the Policy Board of the O'ahu Metropolitan Planning Organization as a voting member. The Director is also an ex officio nonvoting member of the Hawai'i Community Development Authority and the Honolulu Authority for Rapid Transportation.

Honolulu Land Information System (HoLIS)

This organization provides coordination, management and oversight of the city's GIS and the maintenance of geospatial data required by almost all city departments. HoLIS is also responsible for managing and maintaining the department's Automated Permit Tracking and Management System.

Customer Service Division (CSD)

The Customer Service Division operates a consolidated permit counter to handle customer inquiries about various permit requirements and forms; processes residential/commercial and other minor permits; intakes permit applications/plans, including e-plans, and routes them to appropriate divisions/departments; and collects applicable permit fees. The Permit Issuance Branch issues approximately 15,000 building permits a year. Additionally, the CSD operates the department's public information center that maintains historical and current records pertaining to properties and issued permits; administers the code enforcement civil fine program; inspects existing buildings, apartments, dwellings, sidewalk complaints, property/sidewalk overgrowth, illegal occupancy and structures in response to customer complaints, including requests for investigation of possible violations of various codes, requirements, rules and other regulations; and processes referrals from other government agencies to inspect establishments in conjunction with its programs for licensing. The CSD is composed of five branches: Permit Issuance, Data Access and Imaging, Code Compliance, Residential Code Enforcement, and Commercial and Multi-Family Code Enforcement.

Planning Division

The Planning Division prepares and updates the O'ahu General Plan and long-range regional development plans; represents the city in state land use boundary amendments for parcels greater than 15 acres; processes applications for state land use boundary amendments for parcels equal to or less than 15 acres, Public Infrastructure Map amendments, zone changes, state special use permit requests, and zoning district boundary adjustments; monitors and administers conditions of approval associated with the above actions, including affordable housing and urban design plan requirements; and develops community-based special area plans for neighborhoods where more localized planning is desired, including neighborhoods hosting rail stations. The Planning Division works with the TOD Division to increase public awareness of the benefits of TOD; reviews the Executive Capital Improvement Program and Budget for conformance to the General Plan and development plans; prepares an annual report of the current status of land use and other data pertinent to the implementation of development plans; and develops land use forecasting models to prepare forecasts of population, housing and employment based on adopted land use plans and market trends. These forecasts are used as the basis for the O'ahu Regional Transportation Plan and other long-range infrastructure master plans. Additionally, the Planning Division acts as the city's liaison to the U.S. Census Bureau, maximizes accuracy and completeness

of the decennial census, and develops products to make the census data relevant to planning applications and more useful to the public. The division is composed of four branches: Community Planning, Development Plans and Zone Change, Planning Research, and Policy Planning.

Transit-Oriented Development Division

The TOD Division is responsible for coordinating all city departments' efforts to implement TOD, through plans and policies, projects and investments, incentives, codes and regulations, outreach and events, and coordination of public, private and community stakeholders. Division staff works with other DPP divisions and city departments to develop neighborhood TOD plans, TOD zoning and land use ordinances, Complete Streets and parklet policies, affordable housing policies, financial tools, wayfinding TOD-related infrastructure and other TOD implementation strategies. The division manages catalytic planning and development projects and technical studies on infrastructure, and works with other departments to ensure their projects align with TOD goals.

The division conducts extensive outreach and education efforts – for the public, community partners, industry groups and city staff – and hosts many workshops and events. The division pursues grants and technical assistance, and manages those awards, including federal awards for brownfield-site redevelopment, bikeshare, equitable TOD, affordable housing, wayfinding, green infrastructure and climate adaptation.

Land Use Permits Division (LUPD)

The LUPD is responsible for administering the Land Use Ordinance (LUO) and other regulations pertaining to land use in the city. The division reviews, prepares and processes amendments to the LUO; coordinates interpretations, clarifications and inquiries concerning LUO regulations; processes zoning clearances and confirmations; and reviews and processes all LUO-based permit applications. Its responsibilities also include urban design (e.g., special district permits and street trees); temporary use approvals; the city's sign regulations; and processing zoning variances to the use, development and design standards of the LUO.

The division has the responsibility for coordinating with the state and other counties concerning the regulatory aspects of the state's Coastal Zone Management (CZM) law, Chapter 205A of the Hawai'i Revised Statutes (HRS); and interprets, administers and processes the permits required by the Special Management Area (SMA) and Shoreline Setback Ordinances, and the department's Part 2 Rules Relating to Shoreline Setbacks and the SMA. The LUPD also reviews and processes applicable environmental disclosure documents (environmental assessments and impact statements) required by Chapter 343 of the HRS and Chapter 25 of the Revised Ordinances of Honolulu.

In addition to its land use and CZM responsibilities, the LUPD reviews and processes applications for exemptions to planning, zoning and construction-related standards for eligible affordable housing projects, pursuant to HRS Chapter 201H-38. The division also reviews applications for building permits, subdivisions and construction approvals whenever there are questions concerning compliance with the various land use and CZM regulations it administers, and consistency with the permits it has issued. It also represents the director during public and contested case hearings related to the land use and CZM matters that it administers. The division is composed of three branches: Land Use Approval, Urban Design, and Zoning Regulations and Permits.

Building Division

The Building Division administers and enforces the city's building, electrical, plumbing, housing and zoning codes, the energy conservation ordinance, sidewalk, driveway, grading, National Pollutant Discharge Elimination System (NPDES), and other related ordinances and regulations in conjunction with building permit applications. The division provides technical support to the Customer Services Division in their review of permit applications and performs inspections to verify compliance with the codes, regulations and ordinances. In addition, it investigates complaints or reports of violations pertaining to projects where a building permit is required or has been issued. The division is composed of five branches: Building Code, Electrical Code, Mechanical Code, Research, and Zoning Plan Review.

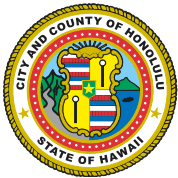
Site Development Division

The Site Development Division is responsible for the review, approval and inspection of new subdivisions and their associated improvements; and proposed infrastructure improvements necessary to support new development such as streets, utilities, bridges, drainage, and flood control. It administers the flood hazard district ordinance and grading ordinance. The division is composed of five branches: Civil Engineering Project Review, Civil Engineering Permitting and Inspection, Subdivision, Traffic Review, and Wastewater. The division has a major role in fulfilling the city's NPDES permit requirements.

ACCOMPLISHMENTS

- Processed permits using the 201H Affordable Housing Program that will create up to 2,152 affordable units in seven public and private projects, including Hale Makana O Mō'ili'ili, Halewai'olu, Kapolei Parkway mixed-use, 1002 N. School Street, 1132 Bishop Street, Halewili'ō Highlands, and Hālawā View;
- Revised the city's Off-street Parking and Loading regulations via Ordinance No. 20-41 to reduce development costs and promote design that supports clean and healthy transportation options, such as walking, bicycling, and public transit; the most important changes involved eliminating off-street parking minimums in some places, the general reduction in parking minimums islandwide, and recognizing changes in technology to better accommodate electric vehicles, ride hailing services, and new forms of bicycle rack security;
- Implemented revisions to the Shoreline Setbacks and Special Management Area regulations in response to Hawai'i Act 16 relating to coastal zone management, effective Sept. 15, 2020; these revisions bring the city into compliance with Act 16 and proactively address sea level rise and climate change; and these revisions to Chapters 23 and 25, ROH, will be presented to the City Council for formal adoption;
- Updated and modernized several guidebooks that facilitate understanding of the city's regulation, including the Waikīkī and Diamond Head Special District Design Guidelines, and Guidelines for Housing Cluster permits and variances;
- Maintained effective reviews, permitting, and inspections for multiple infrastructure rehabilitation projects by public utility and city agencies, and also for private residential and commercial developments at various locations, including Koa Ridge, Ho'opili, Kapolei, 'Ewa, Ala Moana-Kaka'ako, Waikīkī, and other individual sites, despite unique challenges associated with the coronavirus pandemic;
- Completed updates, reporting and revisions, including adoption of an amendment to the 'Ewa Development Plan, adoption of the East Kapolei Neighborhood TOD Development Plan, and release of an "All Policies Summary Preview Draft" for the forthcoming Primary Urban Center Development Plan update;
- Commenced work on the five-year update of the North Shore Sustainable Communities Plan, including an assessment of current issues and trends, and launched the community engagement process with two virtual events, a Community Visioning Workshop in March 2021 and a North Shore Futures Symposium in June 2021;
- Processed two special-use permits for solar energy generation and battery storage facilities for AES West O'ahu Solar and Mahi Solar that will help O'ahu to reach the goal of 100 percent renewable energy by 2045;
- Published the Annual Land Use Report for Fiscal Year 2019 in December 2020;
- Streamlined the affordable housing applicant eligibility process by transitioning to a customized database software, and processed 240 applications using this new platform;
- Initiated rulemaking procedures that will allow the City and County of Honolulu to provide General Excise Tax exemptions for various components of qualified affordable housing developments;
- Initiated rulemaking procedures that will allow the City and County of Honolulu to allocate Private Activity Bonds to assist in the cost of developing qualified affordable housing projects;
- Developed legislation to provide more oversight and regulation of short-term vacation rentals on O'ahu that prohibits new short-term vacation rental units in residential zoned lands on O'ahu, and focuses future new short-term vacation rentals in resort zoned districts on O'ahu;
- Authored and championed a measure adopted as Ordinance 21-12, authorizing the city to offer incentives to qualified developers to build affordable housing through public-private partnerships aimed at ultimately increasing homeownership opportunities on O'ahu.

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HONOLULU POLICE DEPARTMENT

Susan Ballard, Chief of Police (January – May 2021)
Rade K. Vanic, Interim Chief of Police (June 2021 – present)
John D. McCarthy, Deputy Chief of Police
Aaron Takasaki-Young, Deputy Chief of Police (January – April 2021)
Darren K.O. Chun, Acting Deputy Chief of Police (May 2021)
Ryan T. Nishibun, Acting Deputy Chief of Police (June 2021 – present)

POWERS, DUTIES AND FUNCTIONS

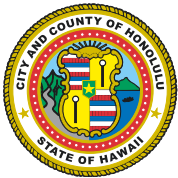
The Honolulu Police Department (HPD) serves as the primary law enforcement agency for the island of O'ahu. The Chief of Police directs the operation and administration of the department and is responsible for the following: preservation of the public peace, protection of the rights of persons and property, prevention of crime, detection and arrest of offenders against the law, enforcement and prevention of violations of state laws and city ordinances, and service of processes and notices in civil and criminal proceedings.

The men and women of the HPD are dedicated to working with the community to make our island safe. Officers and staff are committed to serving and protecting with aloha.

ACCOMPLISHMENTS

- Investigated, in concert with federal agencies, to identify a drug trafficking organization that was importing and distributing large quantities of crystal methamphetamine throughout Hawai'i and smuggling large amounts of drug proceeds in U.S. currency out of Hawai'i to the continental United States; the investigation resulted in the arrest of three individuals, the seizure of 2,034 grams of crystal meth, 220 grams of cocaine, and 869 grams of marijuana, with a combined street value of \$758,480;
- Established a coronavirus pandemic Enforcement Hotline in response to an overwhelming number of calls for service to 911 regarding COVID-19 information and violations; the hotline allowed the public to report Emergency Order violations, either by phone or email, which were then forwarded to field units for police response; the hotline received and processed approximately 32,804 calls and emails;
- Hired two victim/witness counselors to help victims of sexual and domestic violence crimes cope with trauma, connect them to service providers, provide counseling, arrange interviews with detectives, and to act as an advocate during court proceedings within the criminal justice system;
- Continued the Alternative Call Servicing program that allows the community to make nonemergency police reports over the phone or via an online reporting system; during Fiscal Year 2021, the program handled 23,111 nonemergency cases and improved service to the public by reducing cases, response times, and workload for patrol officers;
- Assisted the Honolulu Incident Management Team in facilitating and coordinating COVID-19 mass testing sites that administered more than 85,000 tests islandwide from August to November 2020;
- Centralized operational control of the eight Burglary/Theft details to the Criminal Investigation Division by utilizing a dedicated captain to standardize the policies and procedures to improve the level of investigations, report writing, staffing, case dispositions, and statistics;
- Helped organize O'ahu's first COVID-19 vaccination distribution clinic; the large scale, multiagency clinic located at Leeward Community College administered more than 50,000 doses of Moderna vaccinations in two phases; Vaccination 1.0 primarily focused on first responder and health care workers from December 2020 to January 2021; and Vaccination 1.2, from February through May 2021, focused on vaccinations for the public;
- Conducted multiple operations, in concert with federal agencies and local nonprofit groups, to locate and rescue juvenile runaways believed to be at high risk for sex trafficking; during these operations, 21 high-risk juveniles were rescued and provided with medical and counseling services;

- Served 40 gambling-related search warrants, seven of which were in residential communities, resulting in the arrest of 97 individuals for various gambling-related offenses, and seizure of \$4,845,227 in U.S. currency and property, including 686 gambling machines, and in coordination with the City and County of Honolulu Refuse Division, disposed of nearly 400 gambling machines no longer needed by the prosecutors;
- Implemented the Proactive Enforcement Against Criminal Elements (P.E.A.C.E.) Waikīkī project, a collaborative effort from resources within and outside of HPD, to handle chronic complaints; officers first provide education and outreach to the communities' concerns, then follow up with strict enforcement, thereby restoring the public's trust and creating a safe and welcoming environment for residents and visitors alike.



DEPARTMENT OF THE PROSECUTING ATTORNEY

Steven S. Alm, Prosecuting Attorney

Thomas J. Brady, First Deputy Prosecuting Attorney

POWERS, DUTIES AND FUNCTIONS

The Department of the Prosecuting Attorney (PAT) prosecutes violations of statutes, ordinances and regulations within the City and County of Honolulu for which there are criminal sanctions. PAT represents the people and the state of Hawai'i in criminal proceedings in District Court, Circuit Court and Family Court, as well as appeals heard by the Hawai'i Intermediate Court of Appeals and Hawai'i Supreme Court. The office also provides advocacy services for victims of crime. The office comprises approximately 100 deputy prosecutors and 150 support staff, which includes clerical workers, investigators and victim-witness counselors assigned to various divisions.

Administration

Provides overall direction for programs and activities of the department. Oversees fiscal, budgeting, personal, planning, legislative, audio/visual, and investigative services in support of departmental programs.

Appellate

Represents in the state in appeals of cases prosecuted by the Department of Prosecuting Attorney before the state appellate courts and the federal courts to include the U.S. District Court of Hawai'i, the 9th U.S. Circuit Court of Appeals and the U.S. Supreme Court. The division also provides case research and reference assistance to the office.

Family

Juvenile Offender prosecutes cases in Family Court involving law violators under the age of 18.

Domestic Violence Misdemeanor prosecutes misdemeanor offenses involving violence or the threat of violence committed against an intimate partner or a child. The cases include charges such as abuse of family or household members, violations of orders for protection, and violation of temporary restraining orders.

Domestic Violence Felony prosecutes felony offenses involving violence or the threat of violence committed against an intimate partner or a child. The cases include charges of assault in the first and second degree, murder, terroristic threatening, and abuse of family or household members.

Felony Prosecution

Prosecutes felony and misdemeanor jury-demand cases in Circuit Court except cases referred to the Special Prosecution Division. The cases include drug, burglary, robbery, arson, murder, manslaughter, assault, negligent homicide, animal cruelty, white collar crime, and specialty court cases.

Investigative Services

Provides security for department personnel and facilities, locates material witnesses, serves warrants and subpoenas, and conducts investigations for selected cases being prepared for trial.

Misdemeanor Prosecution

Prosecutes cases involving motor vehicle infractions, petty misdemeanors, and misdemeanors. Deputy prosecutors are assigned to district courts in Honolulu, Pearl City, Kāne'ohe, Wahiawā and Kapolei.

Screening and Intake

Reviews and charges felony cases that do not involve elder abuse, domestic violence or sexual assault. Prepares charging documents in the form of complaints, indictments, and information charging. Presents cases for probable cause determination at preliminary hearings and/or before grand juries. Processes and e-files charging documents and handles the preparation of felony cases for arraignment and plea at Circuit Court.

Special Prosecution

Career Criminal prosecutes cases involving defendants who commit felonies while on probation or parole. Qualifying repeat offenders are subject to mandatory minimum sentences if convicted.

Elder Abuse prosecutes felony crimes against victims over the age of 60. Deputy prosecutors also provide educational outreach to senior citizens at community fairs and expos, as well as through group presentations and guest appearances on local TV and radio programs.

Sex Assault prosecutes all sexual assault cases. Deputy prosecutors employ vertical prosecution and work directly with police, advocacy groups and community service providers that specialize in sexual violence against women, children, men and LGBT.

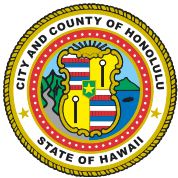
Sex Trafficking special unit funded by a federal grant dedicated to investigating and charging crimes involving human trafficking.

Victim/Witness

Provides support services for victims of crime and helps guide victims and witnesses through the judicial process. The division's services include crisis counseling and social service referrals, safety planning for victims of domestic abuse and notification of case status and custody status of offenders. PAT's specially trained courthouse dog works with child victims and witnesses.

ACCOMPLISHMENTS

- Increased collaboration by reaching out to other departments, agencies and the community to discuss how to work together more effectively, including the Honolulu Police Department (HPD), the city's Office of Housing, Department of Community Services, the Mayor, City Councilmembers, the state Department of Health and Department of Public Safety, state legislators, Office of the Public Defender, businesses, residents and community groups;
- Increased transparency by sharing information with the public and the media, including details about investigations into officer-involved shootings, as well as the so-called Brady list, which lists HPD officers who have criminal or administrative issues that jeopardize their ability to testify in court;
- Resumed data sharing agreement with the Juvenile Justice Information System after seven years of no data exchange, resolved major case disposition omissions that affected the state's Criminal Justice Information System, including more than 27,000 unresolved contempt of court cases, and resolved deficiencies in hate crime reporting to the Department of the Attorney General for the years 2018, 2019, and 2020;
- Initiated audit of all cases worked on by Katherine Kealoha, a former deputy prosecutor for the City and County of Honolulu, and implemented a conflict-of-interest form and policy for each deputy prosecuting attorney to follow upon assignment of a case;
- Established regular "case roundtable" meetings where deputy prosecuting attorneys can gain valuable insight into their cases by presenting to a forum of experienced prosecutors, and enhanced training opportunities for deputy prosecuting attorneys and staff, including the first week-long officewide trials skills training for deputies since the 1980s;
- Conceived and implemented a DUI plea agreement pilot program in cooperation with the defense bar, the judiciary, and Mothers Against Drunk Driving to clear the large backlog of DUI cases from the judiciary's docket;
- Implemented policy requiring PAT to perform independent investigations of all officer-involved shootings, resulting in the filing of charges in one case and one finding of a justified shooting;
- Implemented the Weed and Seed strategy to prevent, control and reduce violent crime, drug abuse, and gang activity in Kalihi-Pālana and Chinatown by working with HPD, the judiciary, the state Department of Health, the Office of the Public Defender, mental health and day treatment programs, and many individuals and community groups in the area;
- Modified strict "No Drop" policy in domestic violence cases to take into account the needs and wants of domestic violence victims regarding how their cases proceed;
- Involved division chiefs, for the first time, in making recommendations on assignment and reassignment of deputy prosecutors, included division chiefs on the hiring panels for all new deputy prosecutors, and increased White Collar Crime section staffing from one full-time and one part-time deputy prosecutor to four full-time deputy prosecutors.



DEPARTMENT OF TRANSPORTATION SERVICES

J. Roger Morton, Director
Jon Y. Nouchi, Deputy Director

POWERS, DUTIES AND FUNCTIONS

The Department of Transportation Services (DTS) is responsible for the multimodal movement of people and goods on roadways; public transit systems (TheBus, TheHandi-Van and rail); bicycle and pedestrian ways; intermodal facilities and operations; rail and traffic control systems; traffic safety; rules and regulations for city-owned streets and roadways; "Complete Streets" implementation; and the design and construction of transportation facilities and systems. Chapter 17, Section 6-1703 of the Revised Charter of the City and County of Honolulu delegates the following responsibilities to the department: plan, operate and maintain public transportation systems to meet transportation needs in accordance with the general plan and development plans, and advise on the design and construction thereof; locate, select, install and maintain traffic control facilities and devices; provide educational programs to promote traffic safety; and promulgate rules and regulations pursuant to standards established by law. In recent years, additional DTS responsibilities have been added to the charter including: managing and maintaining all commercial parking facilities, except those managed by another city agency; performing, planning, engineering, design and construction of improvements to commercial parking facilities; preparing an energy conservation and emissions reduction plan; enforcing the collection of fares, fees, rates, tolls and other charges for use of the transportation system; and identifying, creating and recommending new sources of revenue from non-fare sources to provide additional funding for the transportation system.

The department's goal is to provide greater safety for all modes of transportation and increased quality of life for residents, incorporating Complete Streets principles that provide balance between travel modes such as motor vehicles, bicycles and pedestrians into the planning, design and construction of city transportation facilities and projects, including the city's Transit-oriented Development (TOD) plans and projects.

Transportation Performance and Development Division

Five branches in the Transportation Performance and Development Division provide transportation planning and coordinate access to federal financial funding resources. The Regional Planning Branch supports O'ahu's data-driven regional modal plans that guide the city's transportation improvement project selection. The Regional Planning Branch also coordinates, reviews and comments on transportation and environmental studies for consistency with the application of national best-practice multimodal principles, traffic congestion mitigation, and roadway safety elements. The Programing and Support Branch seeks federal funds for the city's transportation improvements and ensures that projects seeking federal assistance are qualified, vetted, and programmed in the Transportation Improvement Program. The Business Development and Services Branch organizes and evaluates pertinent and measurable transportation data necessary to conduct traffic studies and analysis, formulate capacity demands, and initiate safety measures such as traffic signals, crosswalks and speed limits. The Business Development and Services Branch also manages the city's on- and off-street parking performance. The Complete Streets Branch is responsible for the planning of multimodal access, curb management, and parking at rail stations. The Performance and Business Analysis Branch is responsible for department level modal integration, fleet, and infrastructure planning.

Transportation Engineering Division

The Transportation Engineering Division conducts studies and analyses to promote the safe, efficient and effective use and operation of the city's streets, roadways and appurtenant facilities; coordinates and implements engineering programs and projects to improve traffic flow and safety; prepares and processes legal schedules in accordance with the traffic code; administers the city's bikeway, pedestrian safety, and traffic safety and education programs; and administers the school traffic safety committee. The Curb Management, Facilities and Operations Branch develops and maintains advanced technology systems to manage on-street parking and designated curb zones.

Transportation Technology Division

The Transportation Technology Division designs, implements, operates, and maintains the safe and efficient use of city and state traffic signals on O'ahu. The division also administers, inspects and establishes roadway

traffic controls for construction activities, parades and special event road closures that occur on city streets. The division is responsible for Honolulu's Traffic Management Center and implementation of the Intelligent Transportation Systems, a program that improves traffic mobility by employing technology to improve the efficiency of existing roadways. The Commercial Operations and Permits Branch manages street usage permits, including commercial loading zones, using advanced technology and account-based revenue collection programs.

Transportation Mobility Division

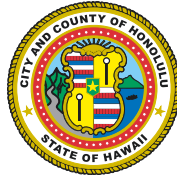
The Transportation Mobility Division comprises four branches that oversee the city's public transit system, including TheBus, TheHandi-Van, and the operations and maintenance of the high-capacity fixed guideway rapid transit system. The Fixed Route Operations Branch monitors performance and provides policy guidance and direction for TheBus. This branch oversees activities that promote transit ridership, ensures compliance with civil rights requirements for public transit services, and coordinates transit safety and security programs. The Paratransit Operations Branch monitors performance and provides policy guidance and direction for TheHandi-Van, the Americans with Disabilities Act (ADA) complementary paratransit service for persons with disabilities who are functionally unable to independently use TheBus. This branch oversees the city's Human Services Transportation Coordination Program, which supports transit-related activities addressing the needs of senior citizens, low-income households and persons with disabilities. The Facilities and Equipment Branch procures all vehicles and equipment used to operate and support TheBus and TheHandi-Van services. This branch oversees the construction of new bus facilities, and the maintenance and improvement of existing facilities. The new Rail Operations Branch administers the day-to-day management of rail through performance monitoring, policy guidance and contract compliance.

ACCOMPLISHMENTS

- Completed construction of the Pensacola Street two-way protected bicycle lane, from Wilder Avenue to Kapi'olani Boulevard; as part of the Department of Design and Construction's Ward Avenue resurfacing project, completed construction of the Ward Avenue two-way protected bicycle lane from South King Street to Ala Moana Boulevard; and implemented a bicycle signal controlled cycle track along Pensacola Street that ties in with the existing King Street cycle track, resulting in a safer route for bicyclists;
- Facilitated two quick build projects, hosted by Blue Zones Hawai'i, on Pāpipi Road at Kapolei Parkway, and on Prospect Street/Nehoa Street, fronting Robert Louis Stevenson Middle School, that offer safer and more visible crossings for students and pedestrians, and require motor vehicles to reduce speed when driving past or making turns near the school; and piloted the shared streets and quick-build strategies in the McCully neighborhood in May and June, opening the roadway to everyone by discouraging cut-through traffic, slowing driving speeds by using temporary traffic control materials, allowing people to use the entire roadway space to walk, bike, and roll on shared streets, and requiring motorists to drive at walking speed when people are on the street;
- Converted Kai'ōlena Drive to a one-way in the makai direction to alleviate congestion, with support from the community association, area residents and neighborhood board, and created a refuge island with curbing, delineators, and consolidated crosswalks along California Avenue at Mango Street and Westervelt Street to Makani Avenue;
- Completed the Ala Pono draft environmental assessment for the Ala Wai Bridge project, a new pedestrian and bicycle crossing of the Ala Wai Canal, in approximate alignment with University Avenue and Kālaimoku Street, connecting the McCully, Mō'ili'ili, and Waikīkī neighborhoods, and published the report in March 2021 for public review;
- Released the first draft of the Honolulu Pedestrian Plan that includes an inventory of existing pedestrian conditions, identifies locations with a high volume of motor vehicle-pedestrian accidents, proposes pedestrian programs, and prioritizes safety improvement projects to facilitate walking and travel consistent with Honolulu's Complete Streets law;
- Completed 26 bus stop and transit facility improvements, including construction or repair of five bus stop shelters and two bus stop shelter transports, modifications at 11 bus stops to improve ADA access or site conditions, and the installation of solar lights at eight stops; received 17 battery electric buses; and constructed charging facilities for up to 26 electric buses at the Kalihi-Pālama Bus Facility;

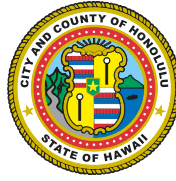
- Reduced bus delays and operating expenses while enhancing bus rider experience and safety by designating the far right lane on King Street, from Dillingham Boulevard to Punchbowl Street, as a bus-only lane by installing new signs and pavement markings indicating transit-priority for TheBus; implemented modifications to bus service, including changes to schedules affecting 18 routes, modifications or reconfiguration of 30 routes, and bus stop location changes to 41 bus stops; purchased 65 TheHandi-Vans, 14 40-foot buses, and 31 articulated 60-foot buses; and placed 128 TheHandi-Vans, three battery electric 40-foot buses, and eight articulated 60-foot buses into revenue service;
- Issued 9,374 street usage permits that allowed contractors to continue their construction projects along city rights of way, taking advantage of the reduced traffic during the coronavirus pandemic, and expanded traffic cameras and traffic signal controls to Ho'opili, the community development project in Leeward O'ahu;
- Enhanced the Chinatown streetscape by working with community members to paint traffic signal control boxes along Beretania Street, North King Street, and Hotel Street that have been targets for graffiti, and continued to support and encourage other communities to create art on their traffic signal boxes;
- Completed major rail project Federal Transit Administration deliverables, transitioned rail readiness, activation and fare collection system activities from the Honolulu Authority for Rapid Transportation to DTS, witnessed Core Systems Integration Testing on rail, awarded contracts for ongoing structural inspection services and security services for rail operations and maintenance work, and managed the Core System contractor's operations and maintenance development and mobilization for passenger service, including staffing, documentation, and training.

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LEGISLATIVE BRANCH & OFFICES

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Message from Council Chair TOMMY WATERS



2020 was a traumatic and transformational year for our O‘ahu families and communities, as the coronavirus pandemic radically altered our lives, our relationships and our economy. Our most fundamental kuleana at the City and County of Honolulu, the responsibility to keep our communities safe, was brought front and center and tested in ways as never before. Our community and your local government partnered and stepped up in innumerable and diverse ways, providing incredibly rich stories of service and support. But the pandemic also exposed fault lines in our community. It strained our infrastructure, demonstrated inequities in our housing supply and internet access, and highlighted healthcare disparities for marginalized communities. We can be proud that our community came together to help ensure that we had the lowest COVID-19 rate in the nation, but we learned along the way how vulnerable we are if we don’t build bridges to each other before the next challenge arises.

Members of your City Council adopted resolutions and enacted ordinances in direct response to the pandemic, while continuing to protect and enhance the lives of O‘ahu residents in other areas. Fiscal Year 2021 started in the midst of sky-high unemployment rates and public health lockdowns, and the Honolulu City Council worked to address the vast impacts of the coronavirus pandemic and transition our community forward toward recovery. We addressed our island residents’ immediate and urgent economic needs while also providing direction to the city and state administrations on how best to support people, businesses and the broader economy. But the council also worked hard to seek resolutions to the stresses that an unhealthy reliance on a tourism economy, as well as the impacts of climate change, are increasingly causing in our island home. It also addressed local issues such as monster homes and homelessness.

Responding to the COVID-19 Pandemic

The council immediately responded to COVID-19 by creating a special committee on Economic Assistance and Revitalization, focusing directly on better connecting the needs of our community to federal, state and city resources. The council also created a unique stakeholder advisory group composed of community leaders from outside government to provide input and immediate advice on how to design and improve COVID-19 pandemic relief in real time, as well as recommendations for the future.

Councilmembers worked with the administration to address the most vulnerable members of our community through setting up food drives, vaccination drives and delivery of critical services to meet community members where they were located, especially our kūpuna safely staying in their homes. The council and the administration partnered with nonprofit organizations, that proved to be some of the most critical leaders and partners in addressing the needs of our families and residents throughout the pandemic.

Seeing how homeless communities across the country were devastated through quick COVID-19 transmission, the council worked with the administration to support the establishment of two quarantine and isolation facilities for people experiencing homelessness. In partnership with the state Department of Health, these locations mitigated the spread of COVID-19 among our most vulnerable populations and provided an opportunity for stabilization for those experiencing homelessness, connecting them to longer-term care.

Pivoting to recovery, the council adopted Resolution 20-197, FD1, creating an Office of Economic Revitalization (OER) that helped steer millions in federal CARES Act funds to local business through the Small Business Relief and Recovery Fund, to local farming and food initiatives and to help prepare businesses to reopen. To address record unemployment, the council, through Resolution 21-92, CD1, urged the administration to establish a job corps program focused on retraining residents for resiliency-related and green-sector jobs. Ultimately, the city was able to invest in a number of critical job-training programs, including Aloha Connects,

KUPU job corps and its own WorkHawai'i program that helped thousands of unemployed individuals get connected to job opportunities and retraining for more sustainable industries.

Throughout the year, the council adopted dozens of resolutions providing counsel and guidance to the Mayor and Governor on improving numerous policies, including: expanding coronavirus surveillance testing, contact tracing (Resolutions 20-112; 20-130; 20-242 and 20-243); travel and visitor restrictions (Resolutions 20-164, FD1; 20-246; 20-253 and 20-133); permitted activities (Resolutions 20-185; 20-191; 20-325; 20-327 and 21-18); the acquisition and use of personal protective equipment (Resolutions 20-127 and 20-136); and COVID 19-related relief measures for residents and businesses (Resolutions 20-113; 20-311, CD1; 20-291 and 20-310).

The health and safety of our residents was and continues to be the paramount concern for the City Council. As a result of the collective efforts of our community and government leadership, Hawai'i saw some of the lowest rates of coronavirus-related infection and death in the nation.

Sustainability and Protecting Our Island Home

The council moved boldly in the past year to protect our environment and pivot to a clean economic recovery. Ordinance 20-10 made building codes much more efficient, saving monthly utility costs for future renters and owners and ensuring new homes are ready for solar panels and electric vehicles. Ordinance 20-44 streamlined permitting for residential solar installations. With the approval of Ordinance 20-47, the council established O'ahu as a state and national climate leader, ensuring that the city fleet will be 100 percent clean energy by 2035, requiring city buildings to annually report energy use, and establishing a "One Water" policy to jointly protect and plan for rising sea levels and protecting clean water supplies.

Learning from the strain of the pandemic on imported food supply chains, the council adopted Resolution 20-239, urging the administration to identify and designate city land for urban, small-scale agriculture activities such as aquaponics, hydroponics, institutional, demonstration and community gardens. Resolution 21-131, FD1, further asks the Department of Parks and Recreation to require that People's Open Markets offer a minimum percentage of foods that are locally grown, cultivated, or caught.

Finally, the council moved to protect our most treasured areas on the island from the impacts of overuse associated with tourism. In close collaboration with stakeholders, the council adopted Resolution 20-207, urging the administration to establish a visitor reservation system for the Hanauma Bay Nature Preserve in order to limit the number of daily visitors and human impacts. The council also approved Ordinance 21-17, doubling the nonresident fee to \$25 and adopted Resolution 20-191, urging the administration to consider the use of "geofencing" to further mitigate tourism impacts and offset city taxpayer expenses.

The effects of climate change became even more pronounced on O'ahu as yet another "rain bomb" caused devastating flooding on the North Shore and other areas in March 2021. To help mitigate flood and safety risks, the council adopted Resolution 21-77, CD1, urging the administration to create a stream maintenance schedule for city-owned streams and non-stream drainage infrastructure. It also approved Ordinance 21-2, requiring the Department of Facility Maintenance to periodically post online a written report on the status of inspections of each city-owned stream.

Critically, the council acted to ensure that Honolulu joined thousands of other cities, counties and communities around the world in driving down the carbon emissions that are the cause of the climate crisis. With the unanimous adoption of Resolution 21-105, the council committed our community to a carbon-neutral future and eliminating all emissions by 2045. This puts Honolulu among the most progressive communities in the nation and around the globe.

Affordable Housing

The COVID-19 eviction moratorium kept many people housed despite lack of income due to job losses, but the impending end of the moratorium raised concerns that the houseless population would dramatically increase, exacerbating an already desperate shortage of affordable housing. The council passed its budget, investing a record \$170 million in capital improvement funds to lay the foundation and provide critical resources in FY 2022 to build housing for low-income people and those experiencing homelessness. Previous council allocations were invested in city projects that built, renovated and acquired nearly 2,000 affordable housing units for low-income and homeless families.

With a focus on residents in lower income brackets, the council also adopted Resolution 20-262, FD1, establishing policies on waiving certain fees for affordable housing projects developed pursuant to Chapter 201H,

the state's housing development program. Additionally, the council adopted Resolution 20-151, CD1, urging the state Department of Education to examine leasing public school land to develop affordable rental housing for public school teachers.

Social Equity

The council took a lead in recognizing the need for — and expanding — equity for all residents on our island over the past year. Resolution 20-206 proclaimed the council's commitment to social justice and the realization of equitable outcomes for frontline communities in the economic recovery from COVID-19. In the realm of gender equity, Ordinances 20-42 and 21-8 were approved, requiring equity for sports activities requiring a park use permit, including professional surfing contests.

To help leaders formulate effective public policy, informed representation and accountable government, the council also adopted Resolution 21-100, CD1 urging the state and the city to disaggregate racial data collection and reporting beyond federal minimum standards, to gain a more accurate accounting of our unique island population and its needs.

Finally, in the wake of the murder of George Floyd, the council recognized that no government in Hawai'i had recognized Juneteenth, despite the fact that 48 other states had. Acknowledging the deep history and contributions of Black people in the islands from the days of the Kingdom of Hawai'i to today, the council adopted Resolution 20-154, FD1, on July 8, 2020, proclaiming June 19 as Juneteenth for the city. The state followed the council's lead nearly a year later, recognizing Juneteenth in June 2021.

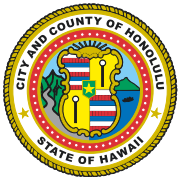
While COVID-19 has prevented us from gathering together individually, the council has used this past year to try to help bring us together stronger as one community. Through Leadership with Aloha, we will continue to do everything we can to make sure that we take care of our keiki, kūpuna and 'ohana. Our mahalo to the residents and community of O'ahu, for all of the aloha shared this past year to mālama one another and for continuing to allow us the opportunity to serve.

A handwritten signature in black ink that reads "Tommy Waters". The signature is fluid and cursive, with the first name "Tommy" and last name "Waters" clearly distinguishable.

Me ka 'oia'i'o,

Tommy Waters, City Council Chair
City and County of Honolulu

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OFFICE OF THE CITY AUDITOR

Troy Shimasaki, CRMA, Acting City Auditor
Van Lee, MBA, CICA, CRMA, Audit Manager

POWERS, DUTIES AND FUNCTIONS

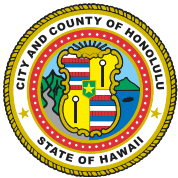
The Office of the City Auditor (OCA) was created on July 1, 2003. Proposed amendments to the Revised Charter of the City and County of Honolulu (RCH), approved by the voters in the November 2002 General Election, authorized the Honolulu City Council to establish OCA as a separate and independent office to strengthen the auditing function in city government and to ensure that agencies and programs of the city are held to the highest standards of accountability to the public (Section 3-501, RCH). The charter affords the auditor the independence to initiate work under the auditor's authority and to consider requests for work from the council. In addition and for the purpose of carrying out an audit, the charter empowers the auditor to have full, free, unrestricted access to any city officer or employee and grants authorization to examine and inspect any record of any agency or operation of the city.

The charter further provides that the city auditor conduct or cause to be conducted: 1) the annual financial audit of the city; 2) performance audits of the funds, programs and operations of any agency or operation of the city; and 3) follow-up audits and monitoring of compliance with audit recommendations by audited entities. All audits are conducted in accordance with government auditing standards. Audit findings and recommendations are set forth in written reports of the city auditor.

ACCOMPLISHMENTS

- Issued four performance reports: 1) Report No. 20-06, Audit of the Neal S. Blaisdell Ticket Sales Operations, Resolution 19-264; 2) Report No. 20-07, Audit of the Honolulu Police Department's Policies, Procedures and Controls, Resolution 19-255; 3) Report No. 20-08, Audit of the City's Bikeshare Program, Resolution 19-290; 4) Report No. 20-09, Audit of the Department of the Prosecuting Attorney's Policies, Procedures and Controls, Resolution 19-255;
- Issued four follow-up audit reports: 1) Report No. 20-05, Follow-Up on Recommendations from Report No. 16-03, Audit of the Honolulu Authority for Rapid Transportation; 2) Report No. 21-01, Follow-Up on Recommendations from Report No. 17-03, Audit of the City's Section 8 Tenant-Based Assistance Program; 3) Report No. 21-02, Follow-Up on Recommendations from Report No. 17-05, Audit of Housing First, Community Assistance Program and Hale Mauiola Homeless Programs; 4) Report No. 21-03, Follow-Up on Recommendations from Report No. 17-02, Audit of How Domestic Violence Cases are Handled, Processed and Resolved;
- Issued the 2020 Citizen-Centric Report, OCA Annual Report and the results of the 2020 National Community Survey of Honolulu and four supplemental reports;
- Administered the financial audit contract for the city's Comprehensive Annual Financial Report including three financial audits: the Sewer Fund; the Public Transportation System-Bus and Paratransit Operations; and Single Audit of Federal Financial Assistance Programs;
- Continued our efforts to promote government public service as a career by participating in the University of Hawai'i at Mānoa (UH-Mānoa) School of Accountancy's inaugural Mentorship/Coaching Program; Talk Story sessions with the UH-Mānoa Accounting Club and Beta Alpha Psi; and speaking engagements with the UH-Mānoa School of Accountancy's graduate students.

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OFFICE OF THE CITY CLERK

Glen I. Takahashi, City Clerk

POWERS, DUTIES AND FUNCTIONS

The City Clerk serves as the Clerk of the City Council; is the custodian of its books, papers and records, including ordinances, resolutions, and rules and regulations of all city agencies; has custody of the city seal; authenticates all official papers and instruments requiring certification; is responsible for voter registration and conducts all elections for the City and County of Honolulu in accordance with the Revised Charter of the City and County of Honolulu and the laws of the state of Hawai'i; and performs other functions as required by the charter or by law.

Staffed with 37 positions, the Office of the City Clerk is organized under the following three operating units: Council Assistance, Office Services and Elections.

Council Assistance Division

The Council Assistance Division is responsible for providing staff support of the City Council at all of its council sessions, committee meetings and public hearings. The staff is responsible for preparation of all agendas; recording and reporting all proceedings; processing all communications and resolutions, bills and ordinances introduced and acted upon by the council; and is the custodian of records relating to enacted or pending legislation and other council documents.

The division continues to improve public accessibility through immediate online access to the documents of the City Council, including communications, bills, resolutions, ordinances, agendas, committee reports and minutes.

Office Services Division

The Office Services Division provides office/fiscal administration and support services for the Office of the City Clerk. Additionally, the division performs meeting audio, printing, mail and messenger services for the City Council.

Elections Division

The Elections Division is responsible for conducting all elections held in the City and County of Honolulu, and performs voter registration and absentee balloting (early/mail voting) functions pursuant to the Revised Charter and the laws of the state of Hawai'i. The division also administers the statewide voter registration system on behalf of the counties and state of Hawai'i.

ACCOMPLISHMENTS

- Administered the oath of office, in accordance with Section 13-118 of the Revised Charter of the City and County of Honolulu, to 30 public officials, appointed agency heads, deputies, and board and commission members;
- Generated \$33,916 in revenue, mainly from voter lists and voter certificate fees;
- Received and filed 131 financial disclosures from elected officials, appointed agency heads and deputies.

Council Assistance

- Council Meetings and Hearings: Regular Sessions – 13, Special Sessions – 8, Public Hearings – 13;
- Legal Notices Published: Public Hearing Notice – 16, Change of Meeting Location – 2;
- Speakers at Council Meetings/Public Hearing – 559;

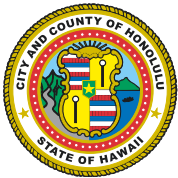
- Honorary Certificates: Floor Presentation – 23, Community Presentation – 311, Retiree Certificate – 54;
- Standing Committee Meetings – 101 total Meetings: Budget – 18, Business, Economic Development and Tourism – 3, Economic Assistance and Revitalization – 7, Executive Management – 1, Executive Matters and Legal Affairs – 13, Housing and the Economy – 7, Parks and Community Services – 5, Parks, Community Services and Intergovernmental Affairs – 4, Public Infrastructure and Technology – 8, Public Infrastructure, Technology and Sustainability – 3, Public Safety – 4, Public Safety and Welfare – 3, Transportation, Sustainability and Health – 8, Transportation – 5, Zoning and Planning – 9, Zoning, Planning and Housing – 9, Joint Zoning and Planning and Transportation, Sustainability and Health – 1;
- Speakers at Committee Meetings – 559;
- Committee Reports – 351.

Council Information Section

- Legislative Items Published: Ordinances – 40, Bills Passed Second Reading – 57, Resolutions – 0;
- Meeting Notices Filed Pursuant to §92-7 Hawai'i Revised Statutes (HRS) – 963;
- Communications: Council – 478, Departmental – 840, Mayor's Messages – 196, Miscellaneous – 995;
- Bills Introduced: Passed First Reading – 79, Veto Overridden – 0, Returned Unsigned – 7, Filed on Floor – 0, Filed per Revised Ordinances of Honolulu (ROH) §1-2.4 – 43, Pending – 91;
- Resolutions Introduced: Adopted – 209, Filed on Floor – 0, Filed per ROH §1-2.5 – 39, Pending – 60;
- Rules and Regulations Filed – 3;
- Documents: Deeds – 13, Easements – 26, Extracts Certified – 20.

Elections Division

- Implemented the city's first universal vote-by-mail elections in 2020;
- Mailed 460,217 and 492,584 ballot envelopes to active, registered voters for the primary and general elections, respectively;
- Processed 661,608 returned-ballot envelopes and in-person votes (275,852 primary election and 385,756 general election), a record high voter participation rate for Honolulu elections;
- Established and operated two in-person voter service centers that served 3,169 (1.15 percent of turnout) and 17,198 (4.46 percent of turnout) voters for the primary and general elections, respectively;
- Conducted same-day voter registrations at the voter service centers and registered 4,497 new voters (391 primary and 4,106 general);
- Established and managed 12 regional ballot drop boxes throughout the city, and collected 48,214 primary election ballots (17 percent of returned ballot envelopes) and 101,186 general election ballots (27 percent of returned ballot envelopes) from the ballot drop boxes;
- Fulfilled 4,368 replacement ballot requests (2,046 primary and 2,322 general), and 41 percent of the requests were made using the city's online ballot request system;
- Received and responded to 23,219 election-related phone calls (12,712 primary and 10,507 general).



CITY COUNCIL

Tommy Waters, Chair; **Esther Kiaʻāina**, Vice Chair; **Andria Tupola**, Floor Leader; and **Radiant Cordero**, **Brandon J.C. Elefante**, **Carol Fukunaga**, **Calvin K.Y. Say**, **Heidi Tsuneyoshi**, and **Augie Tulba**, Members.

POWERS, DUTIES AND FUNCTIONS

The 1973 Revised Charter of the City and County of Honolulu expressly establishes the legislative branch as a coordinate branch of city government to the executive branch and vests the city's legislative power in the Honolulu City Council. As the legislative body of the city, the council performs the following major duties and functions:

- Sets citywide policies by approving ordinances and adopting resolutions relating to municipal government programs and services, such as police and fire protection, parks and recreation, affordable and special needs housing, sanitation and waste disposal, public transportation and other city government operations;
- Initiates new municipal programs that the city may pursue, or improvements to existing programs and services;
- Initiates amendments to the Revised Charter of the City and County of Honolulu;
- Adopts the annual operating and capital programs and budgets to fund the delivery of city services in the following fiscal year by the city, including the semi-autonomous public transit authority known as the Honolulu Authority for Rapid Transportation (HART);
- Adopts measures that will yield sufficient monies to balance the budget in the following fiscal year, including the setting of the annual real property tax rates and authorizing the issuance of general obligation bonds;
- Fixes fees and charges for city services and the use of city property, or delegates that authority in some instances, to the city's executive branch;
- Adopts policies and land use laws, such as the general plan, development plans, zoning regulations and processes, as well as regulations within Transit-oriented Development districts;
- Establishes policies for development in or near the shoreline by reviewing and granting applications for special management area use permits and certain shoreline setback variances upon recommendation of the Department of Planning and Permitting;
- Makes requests to the Office of the City Auditor to conduct performance audits of city agencies and programs to determine whether laws, policies and programs are being carried out in the most effective, efficient and economical manner;
- Determines the necessity for taking private property for public purposes and authorizes the initiation of proceedings in eminent domain;
- Confirms city department heads and board and commission members nominated by the Mayor and appoints members of certain commissions;
- Settles lawsuits and claims filed against the city and its officers and employees and authorizes the initiation of lawsuits by the city;
- Approves the compromise of real property tax claims in excess of \$500 upon recommendation of the Director of the Department of Budget and Fiscal Services;
- Approves the abandonment or closing of city streets and roads upon recommendation of the city administration;
- Establishes fines and penalties for violations of city ordinances;
- Accepts, on behalf of the city, gifts of money, securities, other personal property or real estate or interests in real estate;
- Authorizes certain agreements between the city and other governmental and quasi-governmental agencies, as well as certain private grant agreements that place obligations on the city;

- Approves the appointment of special counsel and special deputies Corporation Counsel to represent the city and its officers and employees;
- Serves as a board of trustees providing oversight over the land of the Kapi'olani Park Trust;
- Exercises limited oversight of the work of HART, including approval of the issuance of general obligation bonds and of the condemnation of property necessary for the completion of the Honolulu Rail Transit Project.

Organization

During Fiscal Year 2021, the council exercised its legislative policy-making and oversight powers through the work of its standing committees. Even in the midst of the coronavirus pandemic, the standing committees served as open forums of discussion, debate and consensus building. Making use of technology to allow for safe and remote testimony, the council actively sought citizen participation in the legislative process by conducting meetings during which individuals as well as representatives of neighborhood boards, small businesses, interested organizations and affected industries were encouraged to share their opinions and ideas on city government programs and activities. Public testimonies received by the standing committees often formed the basis for recommendations for council action. In addition to the regularly scheduled committee meetings, the standing committees also held informational briefings to focus on complex issues and study new initiatives for city programs and services. The council also held additional public meetings and hearings at which it received public input on proposals before the council.

ACCOMPLISHMENTS

In FY 2021, the City Council adopted resolutions and approved ordinances on a broad variety of subjects, including measures responding to COVID-19, to better the lives of residents and visitors in the City and County of Honolulu. The following are highlights of some of the council's achievements during the year:

Responding to COVID-19 with Resilience and Sustainability

- During this challenging time, the council adopted dozens of resolutions providing advice to the Mayor and Governor on how to improve city and state policies on COVID-19, including policies on expanded surveillance testing and contact tracing (Resolutions 20-112; 20-130; 20-242; and 20-243); travel and visitor restrictions (Resolutions 20-164, FD1; 20-246; 20-253; and 20-133); permitted activities (Resolutions 20-185; 20-191; 20-325; 20-327; and 21-18); the acquisition and use of personal protective equipment (Resolutions 20-127 and 20-136); and COVID-19 relief for residents and businesses (Resolutions 20-113; 20-311, CD1; 20-291; and 20-310);
- Working with the administration to centralize duties and responsibilities needed to revitalize the city's economy following severe employment and business impacts due to COVID-19, as well as to coordinate the immediate economic recovery and development of a more sustainable and resilient long-term economy, the council adopted Resolution 20-197, FD1, which authorized the Mayor to amend, pursuant to his reorganization power, the Revised Charter of the City and County of Honolulu to establish an Office of Economic Revitalization to replace the Office of Economic Development;
- Recognizing the need to address unemployment resulting from COVID-19 and support economic diversification, the council adopted Resolution 21-92, CD1, which urges the administration to establish a job corps program with a focus on retraining individuals for resiliency and green sector jobs;
- With the aim of transforming the city's post-COVID-19 economy from a service economy to a locally based, sustainable and resilient economy, the council adopted Resolution 20-211, which encourages the administration to support a circular economy to eliminate waste, increase food access and to offer greater opportunities for local agriculture in implementing Honolulu's economic recovery;
- In order to address the growing need for food security and sustainability in an economy impacted by COVID-19, the council adopted Resolutions 20-239 and 21-131, FD1; Resolution 20-239 urged the administration to identify and designate city-owned lands for urban agriculture activities that do not require large plots of contiguous land, including hydroponics and aquaponics, as well as institutional, demonstration and community gardens; and Resolution 21-131, FD1, requested the Department of Parks and Recreation to require a minimum percentage of foods and products offered at the People's Open Markets be locally grown, caught, or cultivated.

The Environment

- In order to preserve, protect and restore the Hanauma Bay Nature Preserve (HBAY) after observing the improvements to HBAY during its closure as a result of COVID-19, the council adopted Resolution 20-207, which urges the administration to establish a visitor reservation system for the preserve in order to limit the number of visitors and that the system would be effective at the beginning of FY 2022; and with the goal of protecting and preserving Hanauma Bay's unique and fragile coral reef ecosystem for current and future generations, the council also adopted Resolution 20-233, which urges the administration to fund the restoration of the inner reefs in partnership with the Hawai'i Department of Land and Natural Resources' Hawai'i Coral Restoration Nursery;
- Seeking to provide needed resources to preserve and protect the Hanauma Bay Nature Preserve, the council approved Ordinances 20-32 and 21-17, which together increase the nonresident entrance fee, increase the vehicle parking fee and establish an entrance fee for licensed motor carriers;
- In order to mitigate flood risk on O'ahu and protect life, health, property and public infrastructure, the council adopted Resolution 21-77, CD1, which requests the administration to develop a stream maintenance schedule for city-owned streams and non-stream drainage infrastructure; and approved Ordinance 21-2, which requires the director of the Department of Facility Maintenance to periodically post an online written report on the status of inspections of each city-owned stream;
- Needing to address increased illegal dumping and environmental health hazards, the council adopted Resolution 20-292, which urges the administration to consider operational improvements at the city's refuse drop-off facilities and to provide an additional refuse drop-off facility in the Primary Urban Center.

Affordable Housing

- Responding to the hesitancy of landowners and developers to develop affordable housing projects, especially during a pandemic, the council approved Ordinance 21-12, which provides grants to incentivize the construction of affordable housing;
- To encourage the development of affordable for-sale and rental housing, particularly for those in the lower income brackets, the council adopted Resolution 20-262, FD1, which establishes policies on the waiver or deferral of certain development fees for those affordable housing projects developed pursuant to Chapter 201H of the Hawai'i Revised Statutes, the state's housing development program;
- Seeking innovative ways to address the dire need for affordable housing, the council adopted Resolution 20-151, CD1, urging the Hawai'i Department of Education to study the viability of leasing public school lands and to develop affordable rental housing for current public school teachers pursuant to a temporary city program enacted as Chapter 42 of the Revised Ordinances of Honolulu.

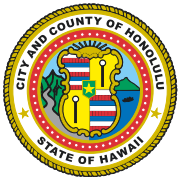
Transportation-related Services

- To increase public awareness of changes to crosswalks in a community, the council approved Ordinance 20-38, which requires the administration to offer a presentation to the affected neighborhood board prior to the removal or relocation of a marked crosswalk;
- With a goal of providing a simple and uniform way to pay for transportation services, the council approved Ordinance 21-7, which introduces a city payment card that is intended to allow riders to seamlessly travel on all public transit modes, including the future rail system;
- To encourage participation in college and career opportunities for high school students, the council approved Ordinance 20-27, which authorizes the Department of Transportation Services to establish a pilot program of bus passes for high school students on O'ahu to attend off-campus college and career internships and programs.

Miscellaneous

- Seeking to address historical and existing gender inequities at city parks, the council approved Ordinances 20-42 and 21-8, which require gender equity for sports activities that require a park use permit, including professional surfing contests;
- In order to formulate effective public policy, informed representation and accountable government, the council adopted Resolution 21-100, CD1, which urges the state and the city to disaggregate racial data collection and reporting beyond federal minimum standards;

- Acknowledging the history, contributions and importance of Black people in Hawai'i, from the days of the Kingdom of Hawai'i to today, the council adopted Resolution 20-154, FD1, proclaiming June 19 as Juneteenth for the city.



OFFICE OF COUNCIL SERVICES

James Williston, Director
Warren Senda, Deputy Director

POWERS, DUTIES AND FUNCTIONS

Section 3-107.7, Revised Charter of the City and County of Honolulu, authorizes the City Council to establish the Office of Council Services (OCS) to assist it in the exercise of its legislative power. According to the 1971-72 Charter Commission, OCS is "a necessary adjunct to and is supportive of the policy formulation or legislative role of the City Council" and "a tool for decision making – to assist it in analyzing the city's policies and financial programs for their effectiveness and adequacy, and in identifying alternative programs, policies, and major problems that endanger the public interest and welfare."

In Article 3, Chapter 4, Revised Ordinances of Honolulu, OCS is charged with providing the City Council comprehensive research, reference, and drafting services necessary for the enactment or consideration of legislation and policy. OCS also serves in an advisory and consultative capacity to the council and its committees, and is designated as the Revisor of Ordinances for the City and County of Honolulu.

OCS performs the following services: conducts independent and comprehensive research necessary for the enactment of legislation upon the request of council; provides assistance to the council's standing committees by conducting background research, gathering pertinent data and serving as resource persons to the committees; supports meetings of the council; analyzes executive branch proposals, programs, bills and reports at the request of the council; provides legal research and advice at the request of the council; prepares bills and resolutions requested by Councilmembers; analyzes, prepares amendments for and monitors the execution of the operating and capital budgets of the executive branch and the Honolulu Authority for Rapid Transportation (HART); assists in review and preparation of the legislative budget; provides information to individual Councilmembers; prepares land use maps and provides geographic information system services as requested; serves as Revisor of Ordinances and supervises the revision, codification, and printing of the revised ordinances; maintains webpages and databases for the revised ordinances and city policy resolutions; assists the council in fulfilling its responsibilities as a member of the Hawai'i State Association of Counties; assists the Councilmembers in their performance as trustees of Queen Kapi'olani Regional Park; and provides logistical support to the O'ahu Real Property Tax Advisory Commission, the Salary Commission, and other council advisory boards and task forces.

ACCOMPLISHMENTS

With a staff of 24, composed of a director and deputy director, six attorneys, eight policy analysts, two ordinance revision staff and six administrative support staff, the office accomplished the following tasks and projects in Fiscal Year 2021:

Research and Consultative Activities

- Completed 1,262 assignments pursuant to council and Councilmember requests for service that included 267 bills for ordinances, 467 resolutions, 77 legal and other memoranda, and 442 other assignments such as email responses to requests, budget worksheet and committee report reviews, and digests of items on committee agendas; 39 percent of all assignments were "rush" assignments, requiring completion within two work days from assignment; and 40 bills drafted or amended by OCS were enacted as ordinances, and 158 resolutions drafted or amended by OCS were adopted;
- Provided consultative assistance for 106 committee meetings, including 19 special meetings, 10 executive sessions and one meeting of the Councilmembers acting as trustees of the Kapi'olani Park Trust; and provided consultative assistance for 20 council meetings and public hearings, seven of which were special meetings and one was the inaugural session for the 21st council;
- Assisted the council's Budget Committee and Councilmembers in reviewing, analyzing and amending the nine budget and revenue measures that constituted the budgets for HART and the executive and legislative branches for FY 2022;

- Released, in March 2021, the 21st annual “Issue Profile, Status of the City’s Finances,” report in digital format, which provides the council with a historical and comparative context to review the upcoming city budget and fiscal trends.

Revisor Activities

- Furthered the ongoing recodification effort by proofreading 44 chapters of the publisher’s draft of the recodified Revised Ordinances of Honolulu;
- Issued a request for proposals for online hosting of the Revised Ordinances of Honolulu.

Special Projects and Other Activities

- Assisted the city clerk with the design and testing of a new management system for the clerk’s document collection;
- Advised and assisted the council on its efforts to comply with various proclamations and orders of the Governor and Mayor regarding the coronavirus pandemic;
- Installed partitions, provided personal protective equipment and sanitation supplies and established office protocols relating to COVID-19 safety procedures;
- Prepared a white paper entitled: “Analysis of the Containment and Management of COVID-19 in Iceland, New Zealand and Taiwan and Lessons for Hawai’i”;
- Conducted 17 budget peer reviews for other municipalities or counties as a member of the Government Finance Officers Association;
- Supported the Councilmember elected to serve as the president of the Hawai’i State Association of Counties.

